

Martin Lynch News - Union

PANORAMA

PROCOR

ECODYNE

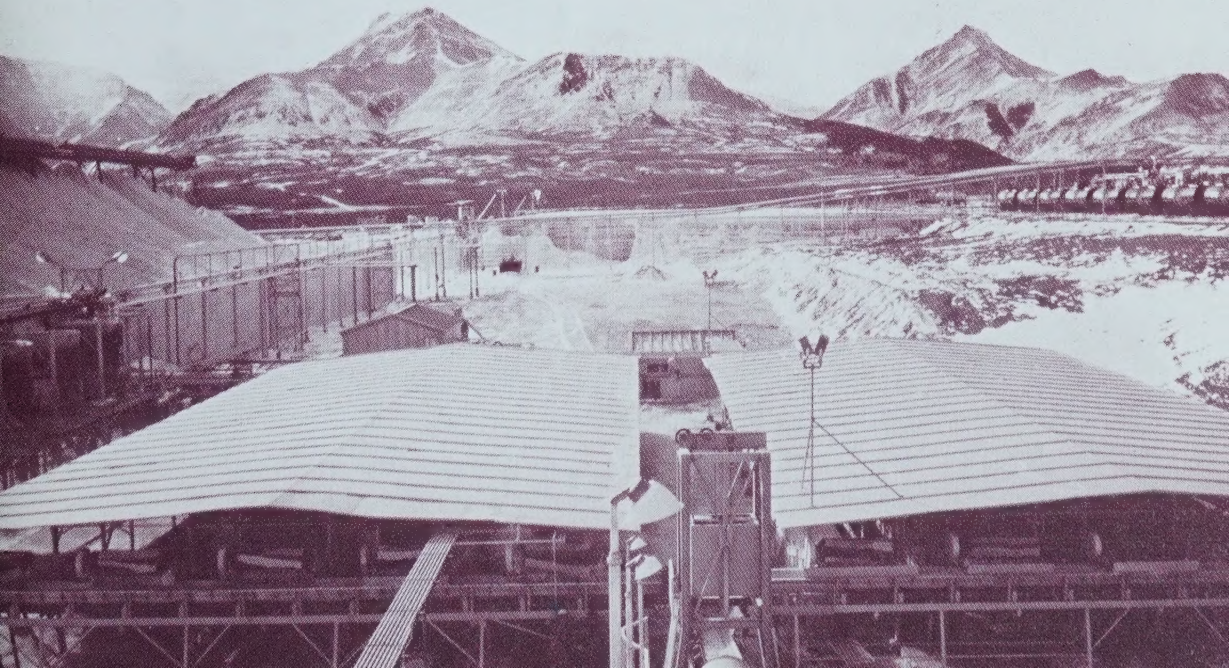
TRANS UNION FASTENER GROUP

Vo. 9 No. 4

1975



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PROCOR

*A profile
of the Company,
its Divisions and
Affiliates*

Procor Limited is an expanding group of diversified companies with corporate headquarters in Oakville, Ontario. Its primary businesses are Rail Car Leasing and Fastener Distribution. It is represented in every province and major city in Canada through its various divisions and affiliates. Its Canadian assets now exceed three hundred million dollars and it employs more than two thousand people.

Procor is a wholly owned subsidiary of Trans Union Corporation of Chicago and is an entirely autonomous Canadian-managed company. It has its own Board of Directors, the majority of whom are Canadian, and both the incumbent Chairman and President are Canadian citizens. Although Procor has been operating in Canada since 1937 its growth record of the past fifteen years has required continuous and substantial injections of capital funds. This has resulted in Procor being a net importer of capital from its United States parent over this period.

In 1970, Procor Limited established Rail Car Leasing facilities in the United Kingdom and has subsequently become the largest lessor of railway rolling stock in that country.

Divisions

RAIL CAR DIVISION

This is Procor's largest Division with over twelve thousand tank and freight cars under lease in Canada at the end of 1975. The Division engineers, builds, leases and maintains its own railway cars. Its customers include the nation's largest oil, chemical, petrochemical, mining, lumber and food companies as well as the three major railways, Canadian National, Canadian Pacific and British Columbia Railway.

The Rail Car Division involves itself in the complete transportation problem, namely the translation of a shipper's needs into an appropriate system, coupled with the right hardware and support services. Virtually every aspect of physical distribution is considered starting with the method for loading product into the rail cars, the cost effectiveness of the car in transit and the system of unloading. The support systems which Procor supplies include the maintenance of spare car inventories, computer controlled inspection, preventative maintenance and repair programmes, including the compilation of records for analyzing component performance. Actual maintenance and servicing is handled either in

the field or in any one of the five Procor Repair Shops across the country.

Canada has in excess of sixty thousand miles of track and approximately two hundred thousand rail cars of all types. A rail system of this magnitude requires enormous amounts of capital for new track, maintenance of existing track, provision of motive power and fleet maintenance. Faced with limitations on capital spending the railways are hesitant to invest in certain types of rolling stock, especially those which are single purpose, sophisticated and relatively more costly. The railways tend to view this type of equipment as an integral part of the production process and thus look to the shippers to provide their own specialized equipment. As the majority of these shippers do not have such expertise they turn to a Company like Procor which can design the system and offer both cars and related backup services at an acceptable return for the risk involved. Thus, Procor complements the services offered by the railway, whose capital funds can then be applied to increasing the productivity and efficiency of the existing infra-structure.

Canada is rich in natural resources. These resources tend to be found long distances from either centres of consumption or tidewater ports where they are shipped to world markets. For commodities other than crude oil or natural gas which move in pipelines, the Canadian railway system is the basic vehicle of transportation. As the volume of commodities being moved has grown, the concept of the unit train has gained wide acceptance as the most efficient and economical method of moving large tonnages of raw material over long distances.

Procor is also the major private owner of unit trains in Canada having a diversity of equipment moving millions of tons of coal, bunker fuel, sulphuric acid, sulphur and limestone every year. Through the experience of designing and operating such equipment for the past five years Procor has become recognized as a leader in the provision of equipment and systems for unit train operations.

LPG STORAGE DIVISION

Canada is a major manufacturer of Liquid Petroleum Gas (LPG) which is obtained from petroleum and natural gas. The most common LPG removed is propane, followed closely by butane.

These two gases are used primarily as a winter heating and "peak shaving" fuel. The fact that the gas is produced twelve months a year and consumed during the four winter months creates a need for storage facilities during the remaining eight months of the year. LPG is normally transported and stored in a liquid state under pressure, and therefore the storage provided must be capable of withstanding this pressure.

In Canada it is traditional to store LPG in relatively inexpensive underground caverns that are washed out of salt deposits lying 5,000 feet beneath the surface of the earth. These deposits are found in both Northern Alberta and Southern Saskatchewan, well situated with respect to the production and distribution of LPG.

Procor owns and operates two storage facilities, one near Regina, Saskatchewan being developed to a capacity of 4.5 million barrels and the other at Redwater, Alberta, being developed to a capacity of 2.5 million barrels. Procor is the only independent marketer of this type of service in Canada. Procor receives product in both tank cars and trucks, injects it underground and stores it for the customer. It is retrieved on demand, loaded back into tank cars or trucks and shipped onward to destinations throughout Canada and the United States. The customers include the major oil and gas producers of Western Canada as well as a number of independent brokers who buy LPG in the summer for resale in the winter.

SULPHUR SERVICES DIVISION

Another by-product of natural gas is sulphur, removed from "sour" gas found in the Alberta foothills. It is removed as a necessary step in the purification of the gas and is used in the manufacture of sulphuric acid, a building block in the fertilizer, chemical and other industries.

Sulphur is removed in a hot molten state which when allowed to cool becomes a very brittle solid. When handled in the solid state it is crushed into a fine powder which is a dusty and explosive pollutant. As some three million tons per year were exported through the Port of Vancouver in this powdered form there was continuing pressure from environmentalists to stop the movement which finally resulted in an embargo in 1970.

During this period considerable research was undertaken in a number of quarters for an answer to the problem of how to form

sulphur so that it could be handled without producing dust. In 1970, a small Calgary based contracting firm developed a process called "slating" which satisfied the Port authorities and as a result five major gas plants arranged contracts with this company to slate their sulphur on a contract basis. This company was acquired by Procor in 1971 and since that time Procor has made continuing improvements in the process and the various plant operations. The operations involve receiving the molten sulphur, transforming it into slates and placing it into stockpiles for ultimate loading into unit trains and shipment to the coast.

The Division has a slating capacity in excess of three million tons per year and serves five major Oil Companies who operate gas plants on behalf of a consortium of producers.

Growing worldwide concern over the effects of pollution has produced considerable interest in the process resulting in export business.

CRANE DIVISION

Procor's Crane Division is the result of acquisition of two of the largest Crane Leasing Companies in Canada which are now united to create a Division that operates coast-to-coast. The Companies, prior to acquisition, were Canadian Bellequip Limited, Montreal, and Sterling Hulburt Limited, Edmonton. The Division now leases over two hundred and fifty cranes and its assets exceed twenty million dollars.

In the last decade construction cranes have become highly sophisticated and extremely expensive pieces of equipment. The duration of a major project rarely justifies the purchase of all the cranes necessary for its completion. For example, building a major refinery may require as many as sixty cranes at peak periods which might only last three to four months with a substantially lesser number required over the entire duration of the project. Procor's Crane Division is able to move equipment between projects and lease them only for the period that contractors require them.

In the West, the Division also supplies a large number of operated cranes for rental periods of a few hours to meet the needs of small contractors or the hoisting of an individual unit.

The Division is also capable of estimating equipment costs based on engineering drawings and a critical path programme thus relieving prime contractors of the responsibility of identify-

ing crane costs. In this situation the Division will supply both operators and equipment as well as programmes for preventative maintenance and running repairs in order to increase productivity, reduce down time and lower total costs.

During the next decade Canada will see many major projects, notably in the energy-based and petrochemical related industries. Procor's Crane Division can supply the equipment for these projects no matter where they are located in Canada.

TRANS UNION FASTENER GROUP

The Trans Union Fastener Group has its Head Office in Mississauga, Ontario, and is directed by a staff of Canadian citizens who are responsible for all operations of the Group.

The Group comprises the following divisions:

P. L. ROBERTSON DIVISION

P. L. Robertson, acquired in 1968, was the first member of the Fastener Group, and is Canada's largest manufacturer of light fasteners. The Company operates plants in Milton and Guelph, Ontario, and Montreal, Quebec, with distribution throughout Canada.

Robertson produces 10 million screws per day — the best known being the fastener with a square recess head, known as the "Robertson" head.

Robertson fasteners are popular with industry because they can be mechanically driven. Furniture, appliances, mobile homes, communications equipment and automobiles all make extensive use of these fasteners.

The Division distributes products of its own manufacture as well as other related proprietary fastener products using its own sales force operating throughout Canada.

INDUSTRIAL SCREW & MACHINE WORKS DIVISION

This Division is a distributor of a broad range of heavy duty nuts and bolts. Industrial Screw also sells a wide range of fastener products produced by others both from domestic and offshore sources.

The Division has a shop in Montreal designed to service customers through rapid production of specialty items.

Industrial Screw products are used extensively by the construction industry and by manufacturers of heavy equipment.

Industrial's Head Office and plant is located in Montreal, Quebec, with warehouses and sales offices in Toronto, Calgary and Vancouver.

WHITEHOUSE FASTENINGS DIVISION

Whitehouse is a major distributor of non-ferrous and stainless steel fasteners throughout Canada with warehouses in Montreal, Toronto and Vancouver. It maintains large inventories of standard bolts, nuts, washers, studs and screws for immediate delivery.

Special fasteners are also manufactured to customer specifications and international standards in a wide variety of metals and alloys including titanium, Monel, bronze, aluminum and Hastelloy, at the Whitehouse plant in Montreal, Quebec.

The Division is a major supplier to Canada's resource-oriented industries such as pulp and paper, chemical processing, mining and petroleum.

Affiliates

METROCAN LEASING LIMITED

Metrocan Leasing Limited is headquartered in Montreal with Regional Offices in Toronto, Edmonton, Vancouver and Quebec City. The Company was incorporated in 1960 and acquired by Procor Limited in 1970.

Several years ago, companies believed that ownership of assets generated income. It is now accepted that the usage of the asset generates income and not its ownership. With this acceptance, leasing has developed a certain sophistication on the part of both lessors and lessees and has become an acceptable form of financing for many large corporations. The acceptance of this philosophy is growing and today finance leasing is a billion dollar industry.

Until 1965 Metrocan leasing activities were related only to automobiles. Subsequent to this date it became involved in leasing a wide range of capital goods for a diversity of industries such as the construction industry, the logging industry, the physical distribution industry, etc. Metrocan also finances assets under conditional sales contracts or mortgages.

PROCOR (U.K.) LIMITED

Procor (U.K.) Limited was established in 1970 as a full service leasing company for all types of railway rolling stock. Today, it owns and leases some three thousand railway freight cars carrying product for the petroleum, chemical, construction and food industries. It has grown to become the largest wagon leasing company in the United Kingdom providing all aspects of a full service lease.

Procor (U.K.) Limited operates in much the same manner as Procor Limited in Canada, providing the client with an answer to his total transportation problem. It creates a design for a rail car based on the specific needs of the client and manufactures these rail cars at its Building Works in Horbury, Yorkshire. Once the car is built Procor (U.K.) Limited carries out preventative maintenance at one of its ten out-stations at major United Kingdom rail centres or carries out heavy repairs at its Horbury Works.

With Britain's entry into the European common market, new and more efficient systems of distribution will be required and Procor (U.K.) Limited is there to provide them.

FASTENER AFFILIATES

The United States affiliates managed by the Trans Union Fastener Group in Canada consist of Midwest Bolt & Supply, Crown Screw & Bolt, Pan American Screw; and Donahue Steel Products. These affiliates are primarily engaged in the distribution of a complete range of fastener products in the United States through twelve warehouses and sales offices.

History

Procor Limited has been operating in Canada since 1937, but no significant growth took place until 1952, at which time its fleet of cars required the support services of Repair Shops. Accordingly, Procor built maintenance shops in five strategic locations at the rate of one new shop each year: Montreal — 1952; Regina — 1953; Edmonton — 1954; Halifax — 1955; Oakville — 1956. In 1957 Procor began manufacturing substantial numbers of tank cars at its facility in Oakville.

Assets in 1952 were less than one million and within that decade grew to about three million. Growth of the company since 1961 however, has accelerated rapidly to the point that assets of Procor and its affiliates at the end of 1975 exceeded three hundred million dollars.

Because the fleet has now grown to being in excess of twelve thousand rail cars, a further expansion of support facilities has resulted in doubling the size of the Montreal Shop and creating the need for a new sophisticated Repair Facility at Edmonton which will be completed in 1976.

To meet its ambitious corporate growth objectives, in 1964, Procor embarked on a diversification programme which would result in providing a broader range of services to existing customers as well as take Procor into new industries.

A natural outcome of an association with the transportation of sulphur was an awareness of the need for sulphur slating and subsequent acquisition of the Sulphur Services Division. A thirteen hundred car fleet used in the distribution of liquified petroleum gases led to an awareness of the needs of this industry for extensive underground storage which in turn led to creation of the LPG Storage Division. Procor (U.K.) Limited was an extension of Canadian operations internationally.

Entry into the Fastener field was within the guidelines established in the acquisition philosophy; that any new company should have either a proprietary product or a proprietary position in its market and should be capable of substantial growth either internal or through acquisition. The P. L. Robertson Company satisfied those guidelines in that it had developed the Recessed Robertson Head which made it superior to any other screw used in power driven or assembly line production. This company also became the nucleus around which other Fastener companies in

both manufacturing and distribution have been added. In fact, these companies have now moved into the United States and have added some four Fastener companies, all of which are managed from Canada.

To meet Canada's growing construction needs on the energy-based and petrochemical related industries, most of which are already served by Procor, a national Crane and Leasing Division was formed utilizing much of Procor's knowledge of money management, leasing and national marketing. This Division has already taken a major project in the United States and is bidding on other international projects.

Management Philosophy

The Management of Procor believes that in a free enterprise economy a corporation must serve four interests: The Shareholders, The Customer, The Employees and The General Public. In our society most individuals will belong to more than one of these groups. A company must serve its shareholders because they have provided the funds with the expectation of a return on their investment. It is the job of the Management to optimize this return. A company must serve its customer because under the free enterprise system it is the job of the private sector to provide many of the goods and services demanded by the public. A company must serve its employees because they are investing their careers with it for personal fulfilment as well as material rewards. Finally, a company must serve the general public in its wise use of scarce resources and its participation in the larger society.

Procor Management believes these various groups can be best served by adopting a philosophy of growth. A growing corporation will generate attractive returns to existing investors and also provide the record necessary to continue attracting investment capital. A growing company will be developing better products and services demanded by its customers. A growing company will provide tax revenues and services through direct participation to the community in which it operates.

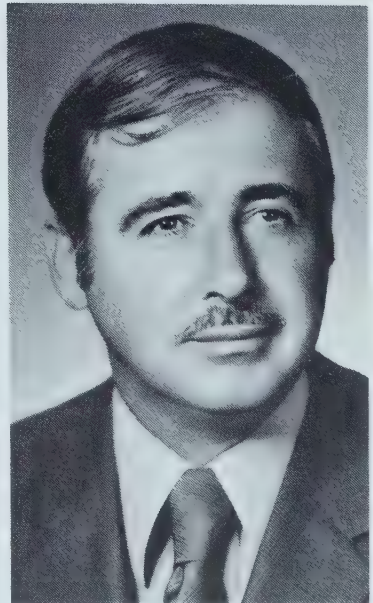
Procor Management believes one of the best ways to achieve growth is through decentralized management. That is, the decision making process is pushed as far down the line as possible. In a decentralized company the customers are best served because their needs are quickly translated into action through those Procor employees most closely in touch with them. Actions will be translated into success and growth for the shareholder.

In a decentralized company the maximum number of employees participate in the decision making process which gives them the opportunity for an active and fulfilling career.

Procor Management also believes in a philosophy of excellence. It believes in developing, marketing and producing the best products and service. To do so they require the best people. To attract and hold the best requires not only the stimulating job environment created through decentralized management, but also a high level of compensation and benefits appropriate for superior performers. We believe that such a combination will produce the best results for the shareholders.

KENNETH JAGGER, P. ENG.

Mr. Jagger was born in the United Kingdom. He graduated from Glasgow University with a Bachelor of Science degree in 1951. In 1952 he emigrated to Canada. In 1959, Mr. Jagger became Assistant Sales Manager with Anthes Steel Products Ltd., and General Sales Manager in 1961. Mr. Jagger joined Procor Limited as a Vice President in 1966, was appointed Executive Vice President in 1971 and President and Chief Executive Officer in 1973.



He is a Director of Procor Limited, Vice Chairman of the Board of Metrocan Leasing Limited and is President and a Director of Procor (U.K.) Limited. He is also on the Board of Slough Estates Canada Ltd.

Mr. Jagger resides in Mississauga, Ontario, and is married with two children.

Principal Officers & Directors

SIDNEY H. BONSER

Chairman of the Board. Senior Vice President,
Trans Union Corporation

KENNETH JAGGER

President and Chief Executive Officer

J. W. VAN GORKOM

President, Trans Union Corporation

DR. W. HARVEY CRUICKSHANK

Company Director

THE HONOURABLE DANIEL A. LANG, Q.C.

Counsel for the law firm of Lang, Michener,
Cranston, Farquharson & Wright

JOHN H. TAYLOR

Chairman, North American Life Assurance Company

WILLIAM B. BROWDER

Senior Vice President and General Counsel,
Trans Union Corporation

MARTIN J. WARREN

President, Trans Union Fastener Group

GRANT L. GOODING

Vice President, Corporate Development,
Procor Limited

GORDON C. MILLS

Vice President and General Manager,
Rail Car Division, Procor Limited

DONALD B. ROMANS

Treasurer, Procor Limited



Florence at her desk.



The staff gathers round as Alex Stremecki presents gifts from staff and management.

PROCOR AND ECODYNE WISH FLORENCE MacDONALD A LONG AND HAPPY RETIREMENT

There are not many of the staff who have been with us longer than Flo MacDonald. Metro Christian has been with Procor for twenty-five years; Ambrose MacDonnell, W. Cannels, D. Lewis and Alex Stremecki joined the company during the same year as Flo — 1952.

Flo MacDonald has been a friend and mentor to most of the people at Procor and Ecodyne for twenty-three years. All of us remember her with real affection and admiration.

After the ladies had given Flo a farewell luncheon, Alex Stremecki was asked to present her with gifts from the staff and management. He spoke warmly of “Our gal Flo — a beautiful and sincere person who has looked after our needs from the earliest days (who else could explain our hospitalization plan!)”. On behalf of all the staff, Alex wished her a well-earned, long and happy retirement.



PROCOR IS PROUD TO PUBLISH THE NAMES OF EMPLOYEES WHO EARNED SERVICE AWARDS DURING 1975

We wish them continuing success, good health, happiness and many more years of service with our Company.

1955 20 YEARS SERVICE AWARD

Jan. 24	— Rodney Smith	June 22	— P. Cowan
Mar. 1	— B. Gilbert	July 4	— G. Randoja
Mar. 1	— H. King	Aug. 1	— T. Taylor
Mar. 18	— C. Teodosiu	Oct. 31	— E. Kavanagh
Apr. 4	— H. Olson	Dec. 2	— W. Hawkins
May 19	— P. Henderson		

1960 15 YEARS SERVICE AWARDS

May 6	— W. Taylor	June 22	— K. Grasmann
May 15	— R. Westfall	Aug. 24	— C. Addis
June 13	— G. L. Gooding		

1965 10 YEARS SERVICE AWARDS

Jan. 11	— T. Stewart	May 5	— F. Biondi
Feb. 3	— I. Cooper	May 11	— H. Abendshon
Feb. 8	— G. Proost	May 13	— C. O'Keefe
Feb. 8	— K. Cheslock	May 17	— J. McGhie
Feb. 15	— D. Urquart	May 18	— J. Walsh
Feb. 22	— H. Kuntz	May 25	— G. Croucher
Mar. 15	— P. O'Neill	June 1	— W. Connor
Mar. 17	— W. Koehn	June 14	— A. Wyatt
Mar. 30	— G. St. Jacques	June 16	— L. Andrewes
Apr. 1	— A. Mustel	June 28	— E. Pinter
Apr. 5	— W. Collinson	July 7	— E. Iker
Apr. 5	— J. Maier	July 19	— E. Popert
Apr. 13	— A. Zdziennicki	July 30	— S. Stewart
Apr. 21	— P. Coulas	Aug. 7	— E. Williams
Apr. 29	— S. Bodnar	Aug. 9	— L. Diclemente
May 4	— A. Ceelan	Sept. 1	— R. Semple
May 4	— L. McNairn	Sept. 7	— R. Sharpe

Sept. 8 — F. Leblanc
Sept. 14 — G. Ujiye
Sept. 27 — W. Klock
Sept. 30 — M. Tate
Nov. 2 — J. H. Ruddell
Nov. 8 — G. Lentz

Nov. 8 — C. Mitton
Nov. 15 — H. Selluski
Nov. 16 — L. Binczak
Nov. 17 — O. Varone
Nov. 29 — J. Boyd

1970 5 YEARS SERVICE AWARDS

Jan. 3 — G. Lelievre
May 4 — R. Wik
June 1 — J. Wolsey
June 1 — R. Fletcher
June 8 — D. Goyder
July 20 — A. Brown

Aug. 30 — H. Selinger
Aug. 31 — H. Cargill
Sept. 3 — A. O'Loughlin
Oct. 28 — A. Grando
Dec. 25 — G. Blaha

CAUSE FOR APPLAUSE!

Mr. Ambrose (Bud) MacDonnell, Superintendent of our Maintenance and Repair Shop in Montreal East, advises us that the facility has operated since August 1971 without a disabling injury.

To celebrate this very fine achievement, a Safety Banquet was held at the Officers' Mess at Longue Pointe on November 7, 1975. The men and their wives had a thoroughly enjoyable evening.

Congratulations to all concerned!

The Modern Little Red Hen



With acknowledgments to Pennwalt (our neighbours in Oakville) and the *Wall Street Journal*.

At the conclusion of the required business of the 1975 Pennwalt Annual Meeting, Chairman and President William P. Drake, commenting on the state of the company in today's economy, read this, his own adaptation of a modern version of the well-known fable of The Little Red Hen.

Once upon a time, there was a little red hen who scratched about the barnyard until she uncovered some grains of wheat. She called her neighbors and said, "If we plant this wheat, we shall have bread to eat. Who will help me plant it?"

"Not I," said the cow.

"Not I," said the duck.

"Not I," said the pig.

"Not I," said the goose.

"Then I will," said the little red hen. And she did. The wheat grew tall and ripened into golden grain. "Who will help me reap my wheat?" asked the little red hen.

"Not I," said the duck.

"Out of my classification," said the pig.

"I'd lose my seniority," said the cow.

"I'd lose my unemployment compensation," said the goose.

"Then I will," said the little red hen, and she did.

At last it came time to bake the bread. "Who will help me bake the bread?" asked the little red hen.

"That would be overtime for me," said the cow.

"I'd lose my welfare benefits," said the duck.

"I'm a dropout and never learned how," said the pig.

"If I'm to be the only helper, that's discrimination," said the goose.

"Then I will," said the little red hen.

She baked five loaves and held them up for her neighbors to see.

They all wanted some and, in fact, demanded a share. But the little red hen said, "No, I can eat the five loaves myself."

"Excess profits!" cried the cow.

"Capitalist leech!" screamed the duck.

"I demand equal rights!" yelled the goose.

And the pig just grunted. And they painted "unfair" picket signs and marched round and round the little red hen shouting obscenities.

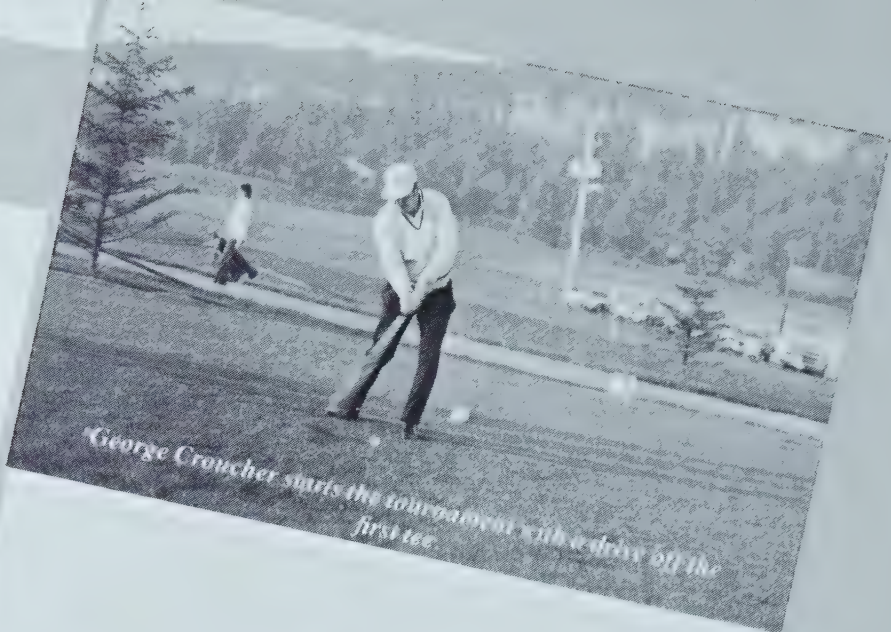
When the government agent came, he said to the little red hen, "You must not be greedy."

"But I earned the bread," said the little red hen.

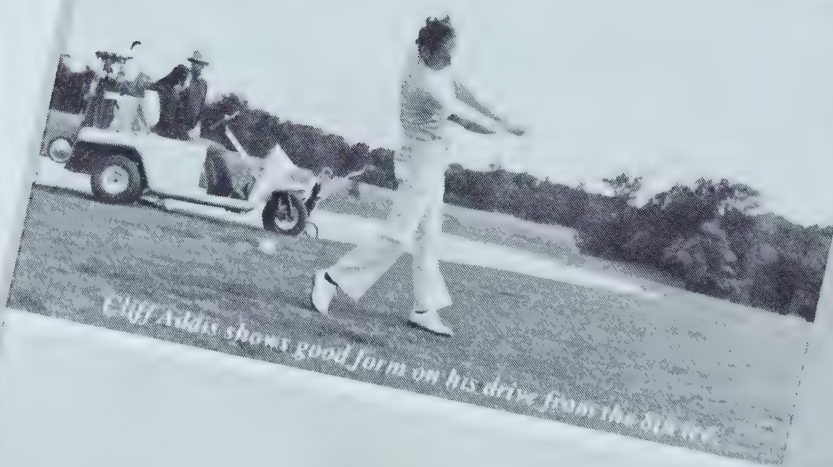
"Exactly," said the agent. "That is the wonderful free enterprise system. Anyone in the barnyard can earn as much as he wants. But under our modern government regulations, the productive workers must divide their product with the idle."

And they lived happily ever after, including the little red hen, who smiled and clucked, "I am grateful, I am grateful."

But her neighbors wondered why she never again baked any more bread.



George Croucher starts the tournament with a drive off the first tee.



Cliff Addis shows good form on his drive from the blue tee.



Al Rustead blasts one towards the 2nd green.

the PROCOR GOLF TOURNAMENT

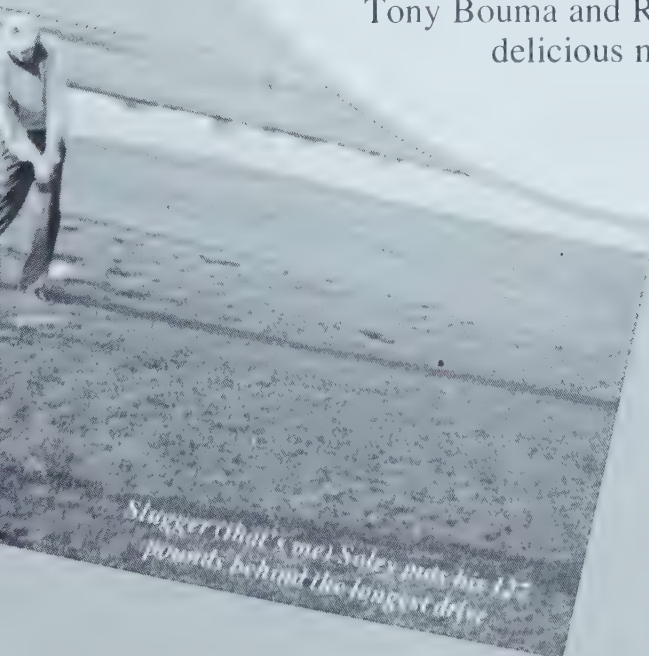
By Mac (Slugger) Soley

On a bright and lovely September morn the golfing enthusiasts from Procor and Ecodyne descended upon the fairways of the Indian Wells Golf Club to assault old man par.

When the smoke had cleared it was refreshing to see a new Champion, Eric Quinn, the only one of us to break 80.

Bob Van Lammers won the accuracy prize by hitting a ball within two feet of the hole at 165 yards. I was successful with the longest drive of about 256 yards.

Which works out at something over two yards per pound! We have to thank Brad Burrows, Rod Sears, Tony Bouma and Robert Mayhew for arranging the delicious meal and the excellent prizes that followed the tournament.

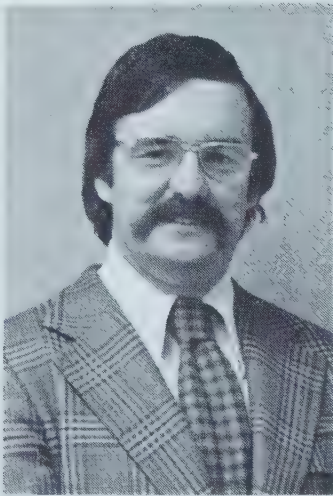
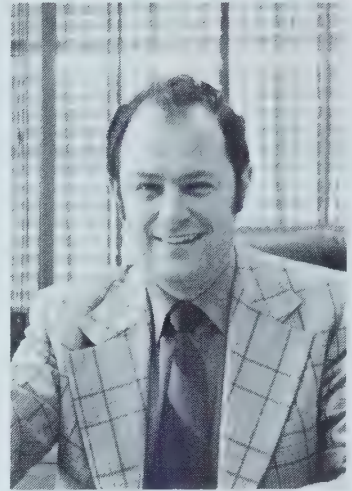


Slugger (that's me) Soley puts his 127 pounds behind the longest drive.

PEOPLE ON THE MOVE

ROBERT A. STAMEGNA

The appointment of Mr. R. A. Stamegna to Vice President and General Manager, Procor's Crane Division, in Montreal, was announced by Mr. Claude Baillargeon, President and Chief Executive Officer of the Division. In addition to his new responsibilities, Mr. Stamegna will continue with his previous duties until these duties can be assumed by the present staff.



ROGER TIPPLE

Mr. Roger Tipple's transfer to the Corporate Development Department was announced by Mr. Grant L. Gooding, Vice President Corporate Development, Procor Limited. In his new capacity Mr. Tipple will be performing market analysis and special industry applications for Procor's divisions and affiliates. In addition he will be engaged in developing economic analysis and providing input for long range planning.

BRIAN HOATH

Mr. Brian Hoath moves from Operations Analyst with Procor's Fleet Management, to become Sales Assistant to Procor's General Sales Manager, Mr. Alex Stremecki, in January 1976.



**TOM McNEILL
ELECTED PRESIDENT,
CANADIAN FASTENERS
INSTITUTE**

Newly elected President of the Canadian Fasteners Institute, Tom McNeill is P. L. Robertson's General Sales Manager.

The C.F.I. is primarily a trade association of the principal Canadian fastener manufacturers. The C.F.I. works closely with leading national and international technical and standards organizations to improve fastener design, manufacture and application.

Fastener technology is extremely complex, with constant changes and fresh applications being introduced. Canada has 33 fastener manufacturing plants employing more than 8,000 people and producing about 28 billion fasteners per year, and the industry uses almost a quarter million tons of raw material annually. P. L. Robertson is Canada's largest manufacturer of light fasteners.



*Ray Ollis, Jr., Manager of Engineering, P. L. Robertson
Manufacturing Company, Limited*

Ray Ollis is Chairman of the Technical Committee of the Canadian Fastener Institute. Within the Technical Committee he heads the working group on the metrication of tapping and machine screws. In addition, he is Chairman of the Small Screw Products sub-Committee of the Canadian Standards Association.

Ray Ollis joined P. L. Robertson in 1974, with 22 years' experience in the fastener industry. A graduate of Hobart College in Geneva, New York, he had extensive postgraduate study in engineering at Temple and Drexel Universities in Pennsylvania.





PROCOR

**NEW SULPHUR S
PLANT AT WATE**



The world's first commercial sulphur slating operation was installed by Vennard & Ellithorpe at Waterton in 1970. Vennard & Ellithorpe was acquired by Procor a year later and since that time Procor has made continuing improvements in the slating process. The adoption by Shell of the slating process at Waterton resulted in slating facilities being installed at five plants in Alberta and one plant on the island of Aruba in the Netherlands, Antilles. Enquiries about our slating process are coming to Procor from several countries outside Canada. With this new plant at Shell, Waterton, Procor's total slating capacity now exceeds four million long tons per annum.

SLATING WATERTON, ALBERTA

Just getting there can be an adventure. Thanks to the capriciousness of the weather you can never be sure what you are going to run into at Waterton.

“You don’t like the weather?”

“No.”

“Wait five minutes. It might get worse.”

Partly this is due to the nearness of the Rockies and the warm Chinook winds from the Pacific that lose their moisture on the western slopes of the mountains, dripping rain over Vancouver and arriving dry over the foothills.

When Panorama visited Waterton in May 1975, 40 inches of snow had fallen with winds of 108 miles per hour gusting to 125 miles per hour. That night the Chinook arrived, the snow thawed and in its place there was two feet of mud. In July our Board of Directors flew into Calgary en route to Waterton and simply never made it. When Panorama returned at the end of November, with the new Waterton plant in full production, there had been a Chinook during the night and the day, and all the countryside was bright and alive. In the clear air the Rockies, splashed with snow, were blue, white and beautiful and looked so close you could touch them. There can be few places in the whole of Canada that are more lovely on such a day.

Waterton is a three-hour drive southwest of Calgary. It rests in the lush Rocky Mountain foothills 30 miles from Montana and 35 miles from the British Columbia border. During the 154 mile journey you pass through interesting and historic old towns and villages.

There is Claresholm, a progressive community in one of the lushest farming centres in Western Canada. There is the charm of its famous old Flyin-N, the old chuckwagon and hitch post, full of quaint old bric-a-brac, where the meals and service are fabulous.

*“There is no place,
anything like this place,
anywhere near this place
so this Must be the place.”*

There is Nanton, said to have the purest drinking water in Canada with no chlorine and of course no fluoride. There is Coleman and its Coleman Collieries, one of the largest coal operations in Canada, yet in such a beautiful setting you’d never dream there was any coal within miles of the place. And all the way there are Chinese restaurants. You cannot help but remark on them. An old timer will tell you: “But for the Chinese we would have starved when we opened up the west.

People would drive for days across the Prairies, unprepared for the endless miles that lay ahead. Then they would meet up with a Chinese food shop right out in the middle of nowhere. When we built our railroad out to the Pacific the Chinese set up their food shops all along the route — and people would refer to the CPR as the “Chinese Pacific Railway.” That is how the Chinese came to build a Canadian tradition as restaurateurs.



A Buffalo Jump

Here at Brockley, the Peigan Indians would drive the buffalo over this cliff, down to the Old Man River way below. And in the distance, on that plain in the background, you can see the site of the last Indian massacre in Canada, where the Peigans ambushed and wiped out a wagon train of Hutterites en route to British Columbia. With a wry grin the old man will tell you that today some of the locals would not mind ambushing a few Hutterites themselves. “Why? Because they’re too damn good. God-fearing. Good farmers. Good carpenters. Grow their own food. Pay cash for everything. Own their own land. Don’t need our education, and don’t need a thing from no one. . . .”

At the Shell Gas Plant we met Cliff Paulson the Shell Plant Manager. The plant is the second largest gas plant in Alberta. It produces an average of 470 million cubic feet of gas per day and it will produce at this rated capacity until 1985 and will continue to produce at a reduced rate well into the next century.

Sulphur is a by-product of natural gas, so if you're producing gas you must accept that you're going to have sulphur — and Shell produces 2.930 tons of sulphur per day. The molten sulphur from a gas

A view of the two slater sheds, each covering five slater units. At present, the five units on the left are supplying the old stockpile, while the five units under the shed on the right supply the new stockpile via a covered conveyor running up the right centre foreground of the picture.



plant soon becomes rock hard after it cools. Before “salting” was introduced, this rock hard sulphur used to be stockpiled into enormous sulphur dumps. To export this sulphur it had to be ground into a powder, and the powdered sulphur is dusty pollutant whether its being handled, transported or stockpiled. Furthermore, sulphur dust can be explosive.

At Waterton high winds would blow the sulphur dust about the Shell plant area and the sulphur blighted hundreds of acres of beautiful





Another view of the slating operation, showing the old facility on the left.



The molten sulphur is conveyed by heated overhead pipes from the gas plant.

countryside. Finally the Port of Vancouver authorities banned the entry of powdered sulphur into the Port because it was polluting the residential area.

Shell approached Vennard & Ellithorpe to slate their sulphur. Slated sulphur solves the dust and pollution problem and it is welcomed through the Port of Vancouver. Today, Shell handles the whole of its sulphur export market from Waterton, thanks to Procor's slating plant on the site. Shell exports sulphur to Japan, Australia, New Zealand, India, and Western Europe through stockpiles at Rotterdam. And Shell has already reclaimed and replanted hundreds of acres of land that had been spoiled by sulphur dust.

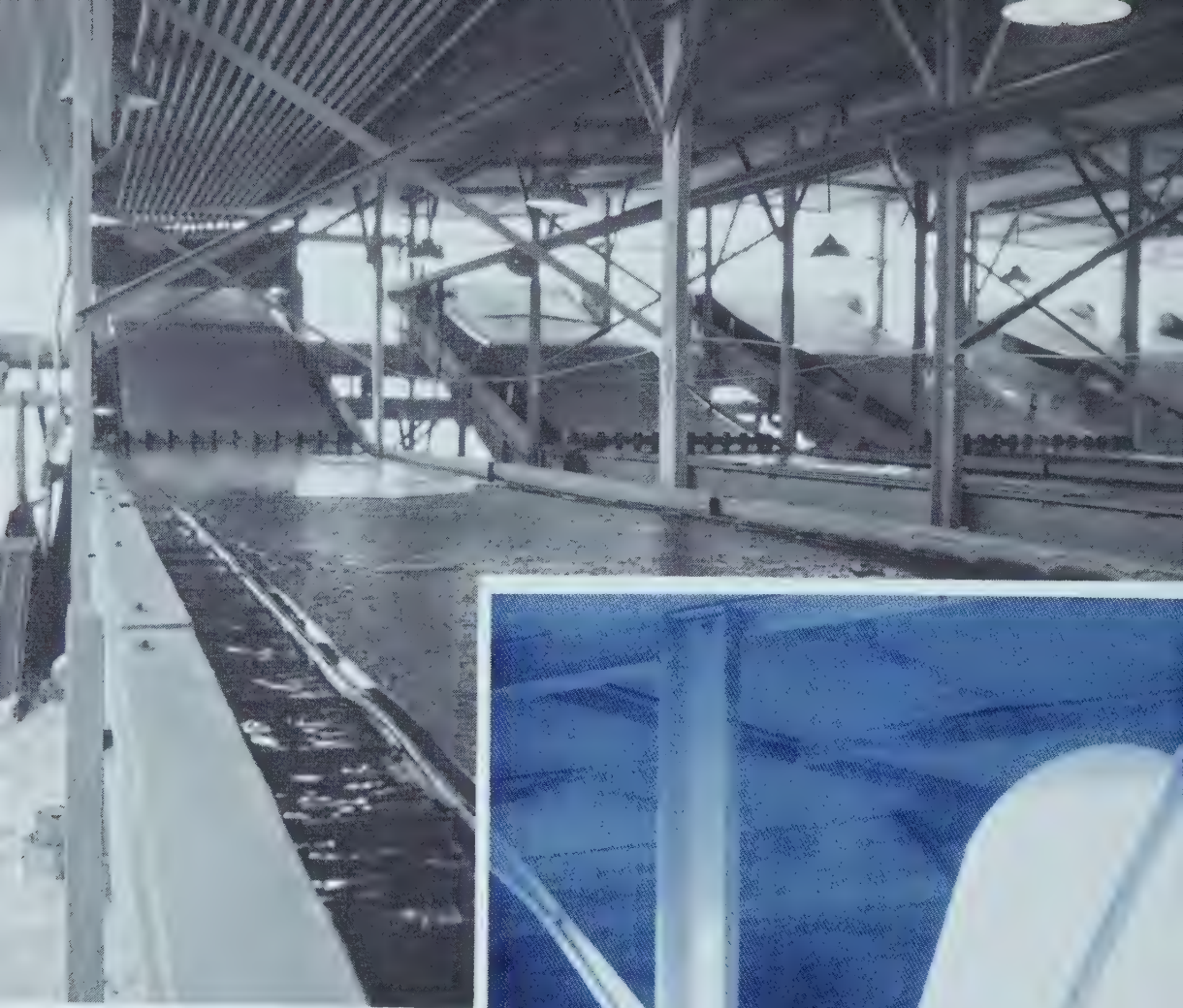
The original 1970 Vennard & Ellithorpe slating plant is now being replaced by Procor's latest and most up-to-date plant, which is a much larger and vastly improved operation.



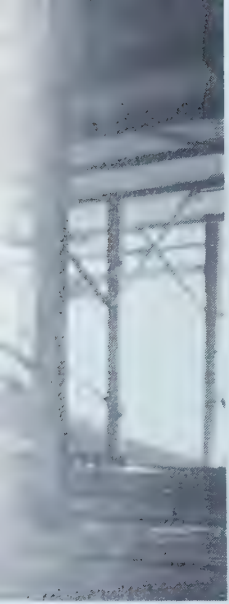
The molten sulphur receives an initial cooling before it reaches the ten slater units.







*The slates falling off the
rollers on to the
collecting conveyor.*



By means of a spreader pan the molten sulphur is spread evenly across the five foot wide slating rubber belt, travelling at a uniform, specified rate. It is submerged into water on the slating belt and on leaving the water the sulphur slate on the belt is 90% solidified. It travels up the incline and the slates drop over an end roller on to a collecting conveyor.





*The slates travel up to
the top of the stockpile
by covered conveyor.
The covers over the
conveyor protect the
passage of the slates in
conditions of high
winds.*







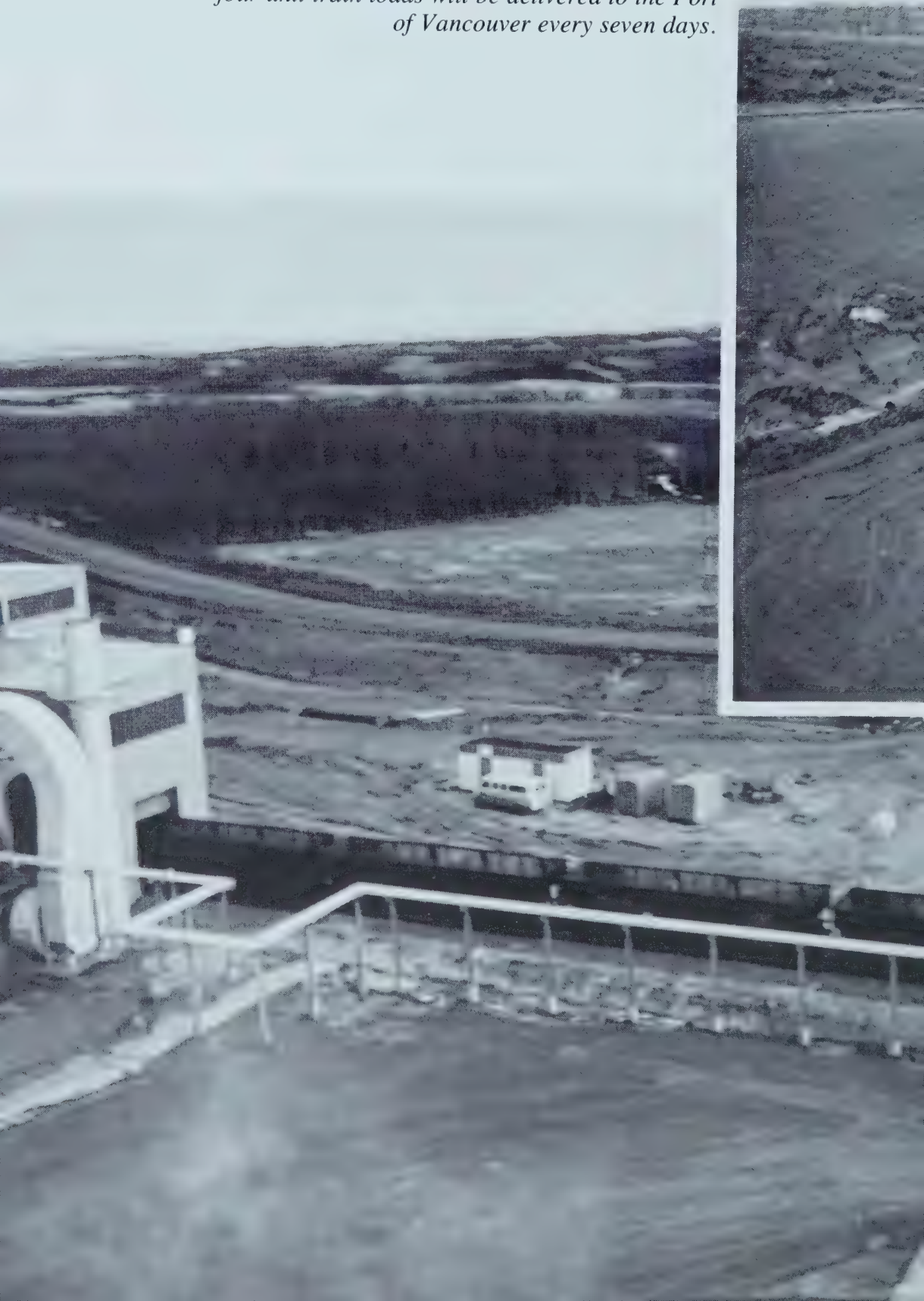
Below: Slates falling off the conveyor on to the top of the 55,000 ton stockpile.





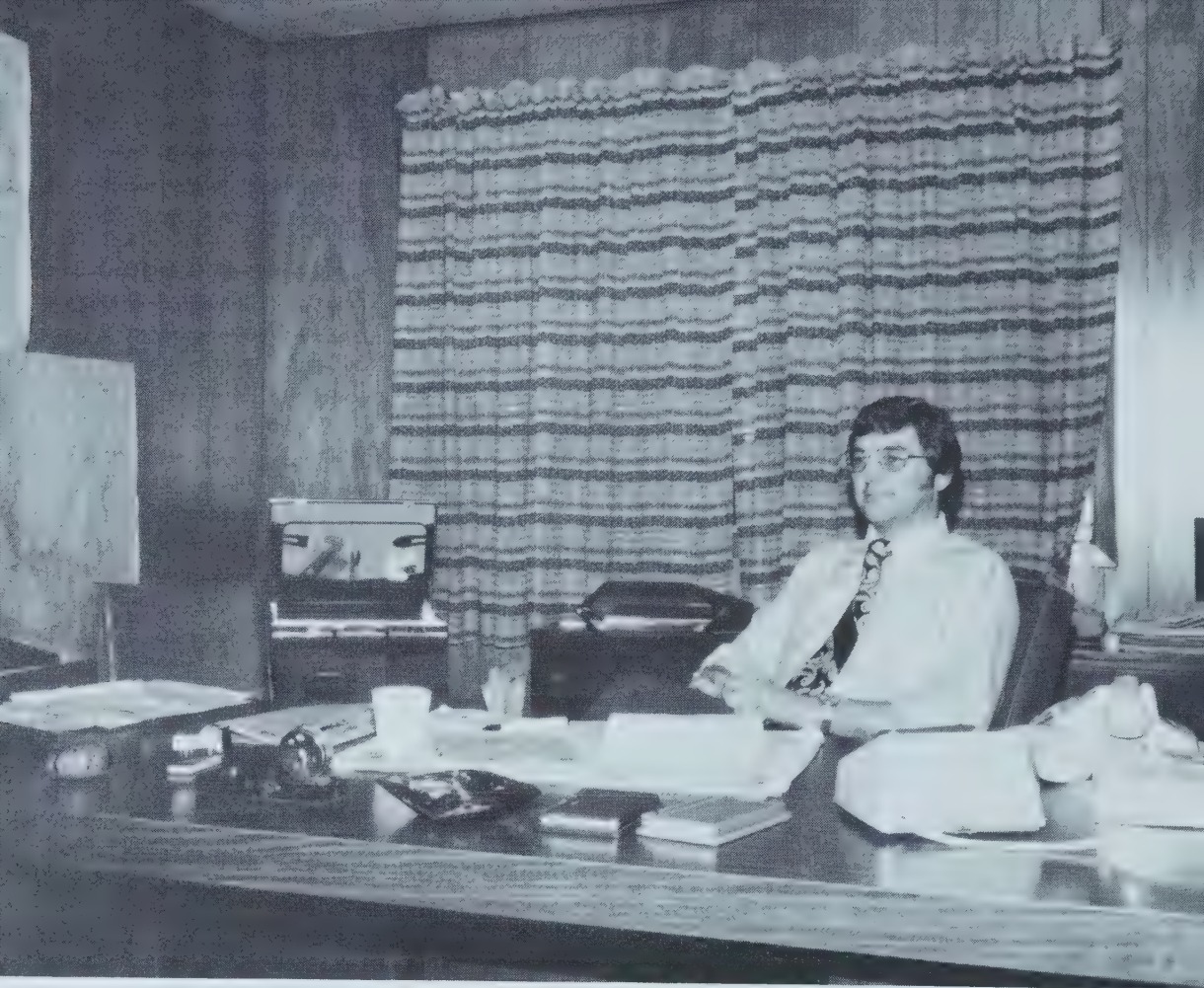
Above: View of the loadout area from the top of the stockpile. The new stockpile is designed to create a first in, first out inventory system. Slates are recovered from the stockpile by gravity through hopper gates located in tunnels below the stockpile. The sulphur is reclaimed from the stockpile at the rate of 2,000 tons per hour and is carried by the main reclaim belt to the surge bin. From the surge bin, sulphur is moved on a stop-start belt at the rate of up to 3,600 tons per hour, to a weigh bin. The dust collecting system, adjacent to the loadout building, collects sulphur dust dispersed during loading. This dust is then directed to a remelter and liquid sulphur from the remelter is recycled through the slating system.

The six loaded cars are removed by the trackmobile to join the unit train. Each car carries 80-86 tons of sulphur. There are three sulphur unit trains of 65 cars each on this service. When shipments are good and weather permits, four unit train loads will be delivered to the Port of Vancouver every seven days.





Procor's track-mobile pushes six cars through the loadout area under the weigh bin.



Sterling Crane Division's Manager in Vancouver, Al Jacobi

New Offices in Vancouver for Procor's Sterling Crane Division and Rail Car Maintenance Facility

Procor's Sterling Crane Division has 20 cranes operating out of the Vancouver branch. These cranes range in sizes from 165 ton crawler and 125 ton mobiles to 12½ ton rough terrain cranes.

Branch Manager, Al Jacobi, is optimistic about the future of the Vancouver operation and feels that he is particularly fortunate in hav-

ing some excellent people to work with. There are 22 employees working out of the new Vancouver office of whom 14 are experienced crane operators.

Procor's Vancouver maintenance facility offices are located in the Sterling Hulburd Building at 230 Brunette Street, New Westminster.



Doug Garbutt (left), Assistant to Procor's Regional Inspector, Gordon Dunlop.



FASTBALL PLAYOFF CHAMPS

Procor's team put up an excellent performance in the Oakville Employees Fastball League during 1975. The team eliminated Kerr Cadillac in the semi-finals and defeated Maris Transport in the final round to become the Playoff Champs.

In the League play the Procor team ended up one point behind the winning Bronte League team.

Missing from the photographs are Arie Newport and Stewart Marsh, and the team batboy, D. Curtis.



*SITTING, left to right: Kent McVeigh,
Cliff Addis, Mr. K. Jagger,
Harry Burton, Al Bastead*

*STANDING, left to right:
Charlie McFeeters, Merv Curtis,
Bill Husak, Glen Evans,
Doug McPherson, Roger MacKinnon,
Joe Lamb, Bill Paul*

*INSERTS, left to right: Terry Whitehead,
Calvin Main, Al Ryall*

All the players performed remarkably well throughout the season. Charlie McFeeters won the League batting award with a fine .451 batting average. Calvin Main had an excellent year at shortstop and won the Rookie of the Year Award. Merv Curtis, who has played with the team since 1965, had another excellent year pitching and won the Most Valuable Player Award in the Playoffs.

The playing season ended with a League banquet at the Bronte Legion, attended by all the ball players and their wives. Mr. Grant Gooding and his wife were invited to attend the banquet and Mr. Gooding accepted the winning plaque on behalf of the team.

In recognition of the team's excellent showing Procor has ordered team jackets for the men.



P.L. ROBERTSON PRESENTS LONG SERVICE AWARDS TO 10 EMPLOYEES WHO RETIRED IN 1975

On Tuesday, November 25th, at its original 1908 Bronte Street site (now its Head Office), P. L. Robertson made special presentations to ten long service employees.

The names and length of service of the retired employees are as follows:

Laurence Hilson	48 Years (Production)
Bob Randall	46 Years (Maintenance)
Reta Naylor	41 Years (Packing and sorting)
George Gilbert	35 Years (Warehousing)
Sid Dance	28 Years (Maintenance)
Nellie Anderson	26 Years (Stock Checker)
Ben Wilson	22 Years (Shipping and Stores)
George Reed	21 Years (Tool Maker)
Cal Evans	21 Years (Wire Mill)
Jim Shields	20 Years (Wire Mill)

Mr. Jack Horn, Personnel Manager for P. L. Robertson, says that these long service employees have contributed immeasurably to the Company's growth. In 1927, when Mr. Hilson joined the Company, P. L. Robertson had fewer than 50 employees. Today, P. L. Robertson employs more than 600 people and 70 percent of them live in or near Milton.

Mr. David Lepore, Vice President and General Manager, P. L. Robertson Manufacturing Company, Limited presents engraved watch to Mr. Laurence Hilson who has 48 years' service with the Company.



PROCOR (U.K.) HAS COME A LONG WAY IN FIVE YEARS

Our photograph shows Mr. Kenneth Jagger (left) presenting a five-year Service Award to Mr. Frederick J. Swindell, Managing Director, Procor (U.K.) Limited.

This award also marks the fifth anniversary of Procor's U.K. affiliate. Procor (U.K.) has shown excellent growth during this short period of time, thanks largely to the direction of Fred Swindell and the people working with him. Procor (U.K.) owns and leases some three thousand railway freight cars for the petroleum, chemical, construction and food industries. It is the largest wagon leasing company in the United Kingdom, providing all the facilities of a full leasing service.

Procor (U.K.) operates very much like Procor does in Canada. It designs a rail car according to a client's specific needs; manufactures the cars at its Works in Horbury, Yorkshire; then carries out preventative maintenance at one of its ten out-stations at major United Kingdom rail centres, and effects any major repairs at the Horbury Works.



PROCOR LIMITED



Ecodyne Limited

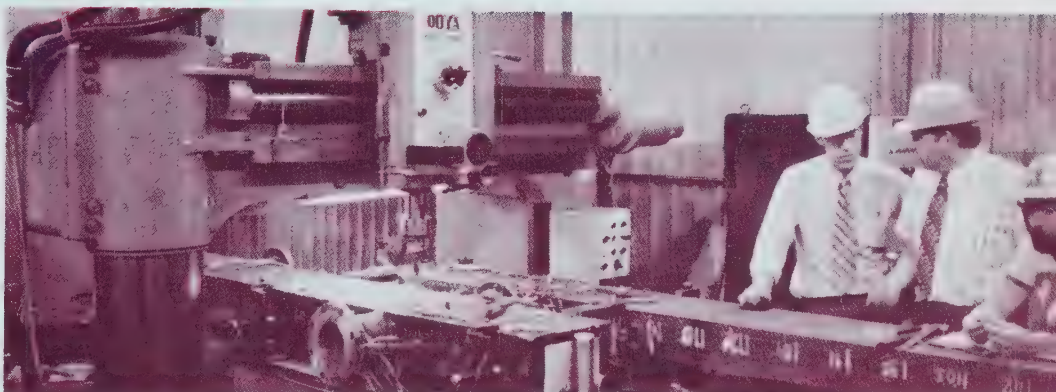
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Panorama

1974



PROCOR'S NEW

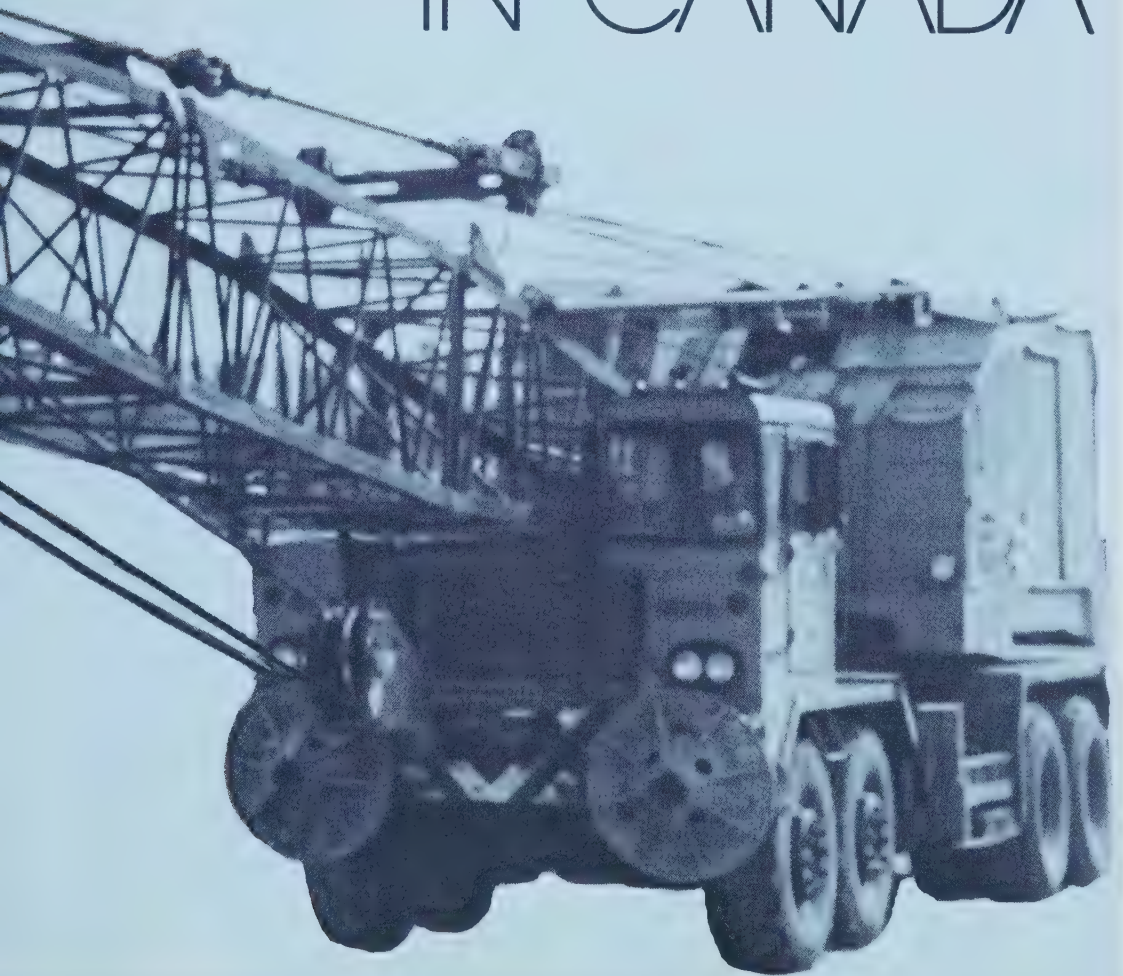


Largest Crane Operation in North America

SEP 17 1974

CRANE DIVISION

OPERATES FROM
COAST TO COAST
IN CANADA



LARGEST IN NORTH AMERICA

In the last issue of Panorama, we featured the acquisition of Canadian Bellequip Ltd., providing crane services to Eastern Canada. Since then, Mr. Grant Gooding has announced the acquisition of Sterling Hulburt Crane Service and Sterling Equipment Rentals (1973) Ltd. operating in Western Canada. These acquisitions now comprise the Crane Division.

Sterling Hulburt operates from its head office in Edmonton, Alberta, with offices in Calgary, Alberta; Vancouver and Kamloops, British Columbia; and Regina and Saskatoon, Saskatchewan. Their business consists of renting cranes, both on a short-term basis (with or without operators), and on long-term major projects such as refinery and chemical plants.

Sterling Equipment Rentals (1973) Ltd. is engaged in the renting of smaller ancillary equipment such as compressors, welding equipment, pumps and tools. Besides the obvious value in being able to rent out these items as required, Sterling Equipment Rentals enable Sterling Hulburt to present package deals for complete "grass roots" deals. Sterling Equipment Rentals is under the able and aggressive direction of Mr. C. McFadyen, General Manager.

Sterling Hulburt Crane Service is by far the largest crane operation in Canada, and probably the largest such firm in North America. With more than 160 cranes and over 10 million dollars in assets, this company dominates the energy-service business in Western Canada.

The operation of these two companies will continue under the direction of Mr. Vince T. Jensen, President and General Manager. With the tremendous development going on in Western Canada at present, there is no question that the acquisition of Sterling Hulburt and Sterling Equipment Rentals will make a very significant contribution to Procor's corporate strength.



Vince T. Jensen
President and General Manager, Sterling Hulburd

Vince Jensen was born in Calgary and is a graduate of the University of California, B.Sc. Business 1956. His recreations are skiing, hunting and fishing.

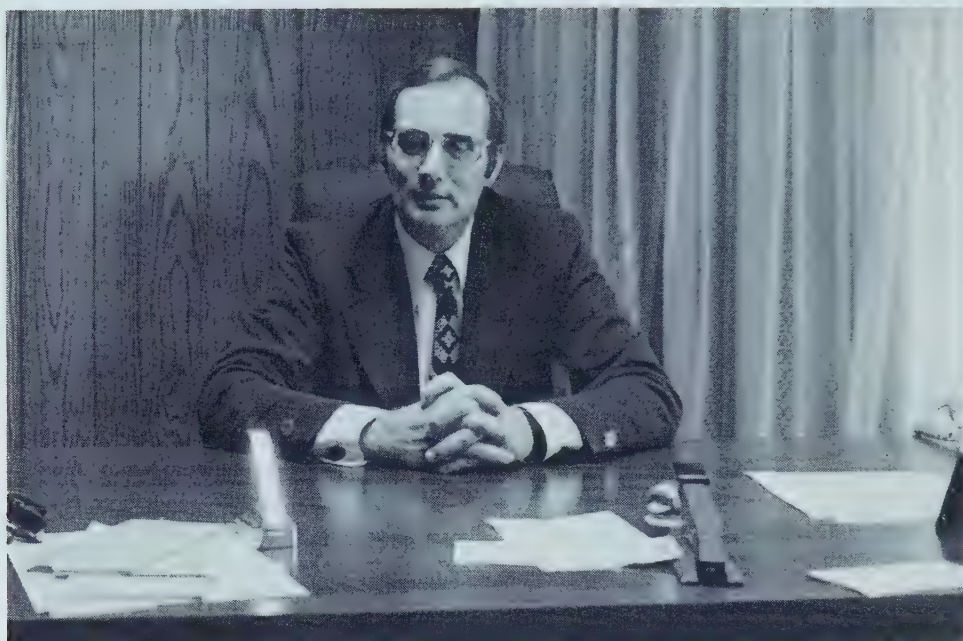
“Do you know the President of Canadian Bellequip in Montreal, Mr. Claude Baillargeon?” we asked. “Indeed yes,” he replied. “Claude and I were, of course, competitors at one time. But we’ve always been very firm friends.”

Some of the personalities we met at Sterling Hulburd:



Bill Davey

Bill Davey is the Branch Manager at Edmonton. He has been with Sterling Hulburd and Sterling Equipment Rentals for more than nine years. He is energetic, knowledgeable and has a pleasing personality.



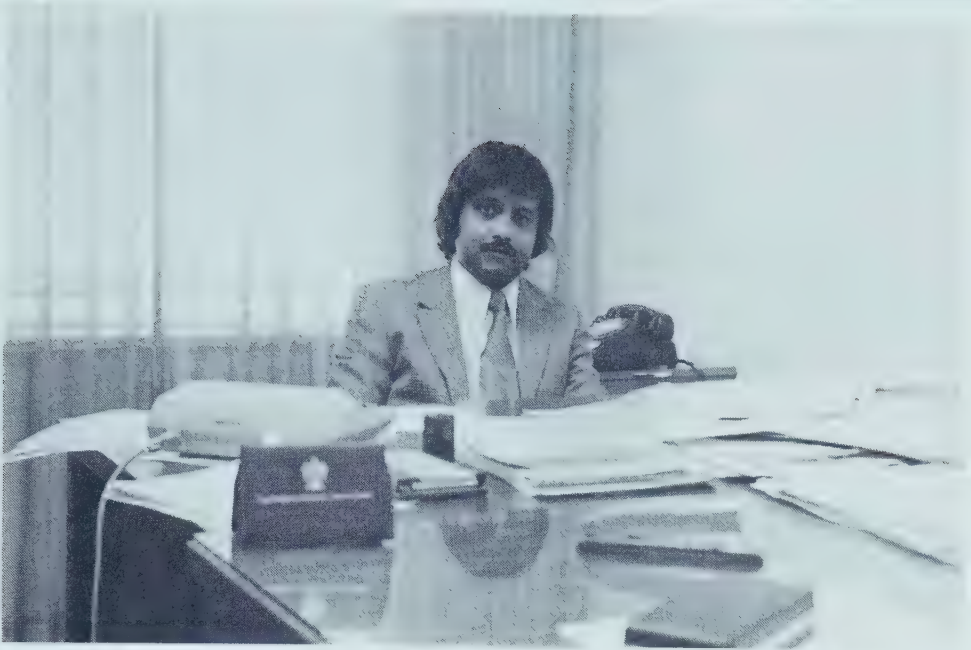
Warren Keep

A comparative newcomer to Sterling Hulburd, Warren Keep is the Administration Co-ordinator. His past experience and performance in the field of lease financing will be extremely valuable in the future development of the company. He has an easy, outgoing personality, wide interests — and obvious ability.



Orest J. Dubick, Controller

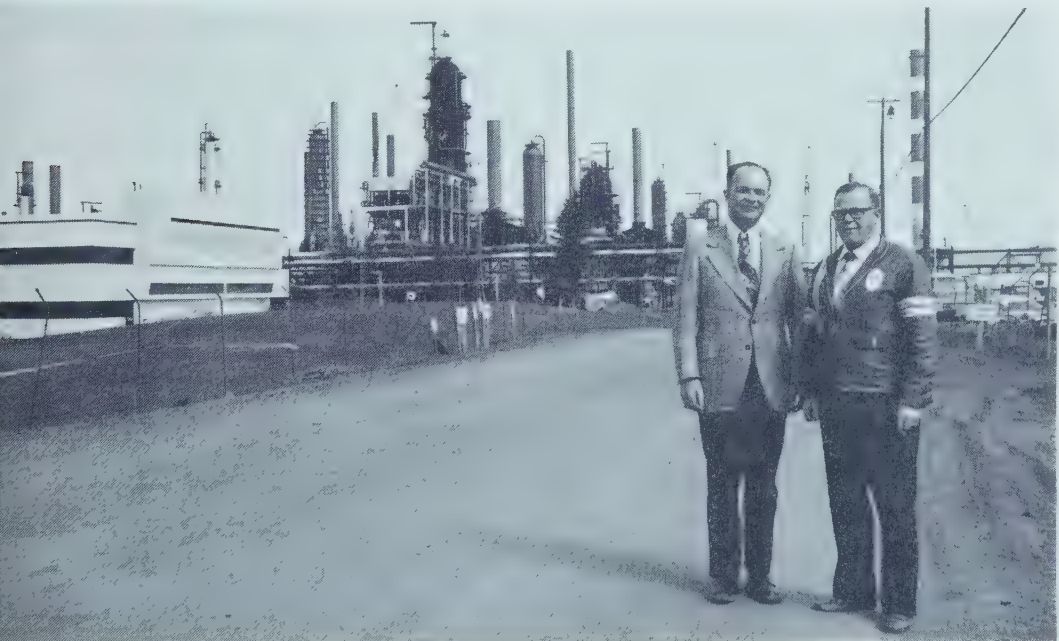
The Controller is a comparatively new acquisition by Sterling Hulburd. He was born in Winnipeg and received his R.I.A. designation after a five-year course at Hamilton's McMaster University — well qualified for the challenges ahead.



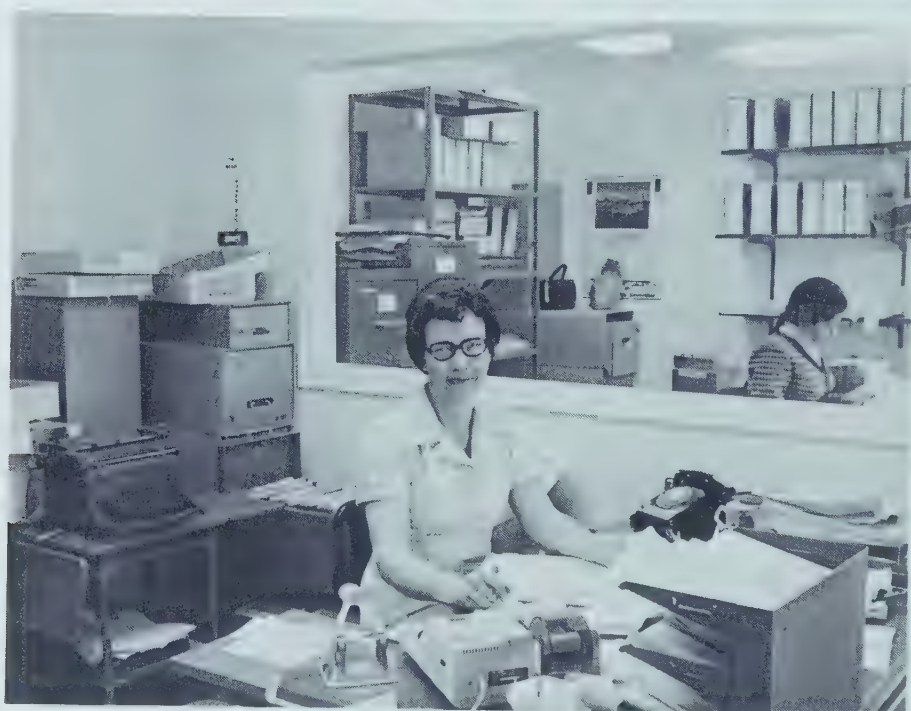
Charles Aziz

Charles Aziz is a Pakistani. A graduate B.Com., Charles is a very able Accountant, with a good grasp of the crane business. He has been with the Company since 1965.

Robert Rinas (left), Assistant Manager, Edmonton, with Bill Davey, outside Imperial Oil's Strathcona Refinery. Sterling Hulburd have 57 cranes working on this job of building an extension to the refinery. They have been working here for over a year and will probably be working for another year to completion.



*Lynn Kowalchuk,
Receptionist*



Betty Schultz, Accounts Payable



Ed Asel, Sales Representative

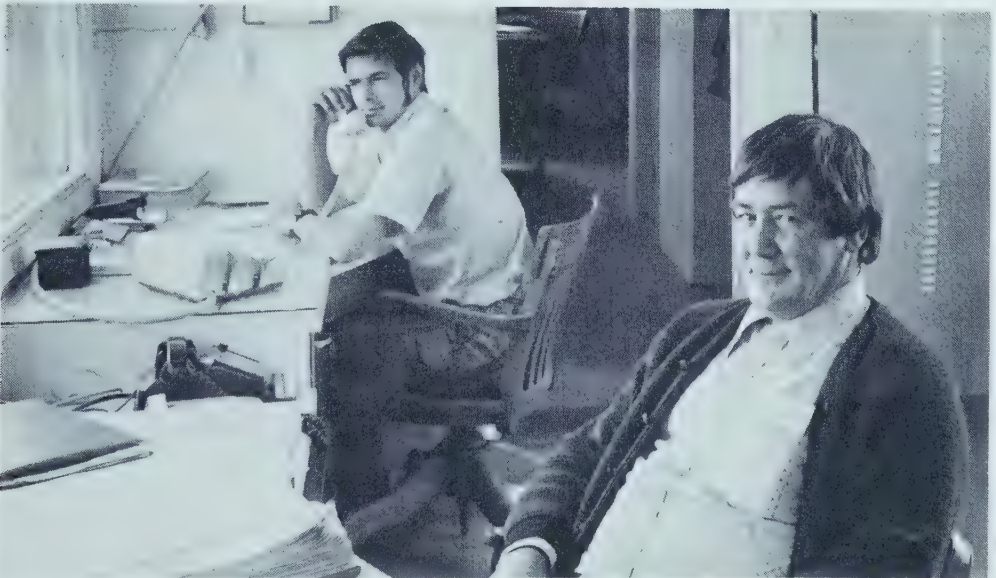
*Philip Wade Webber
(left), Dispatcher; and
Jerry Lakey, Crane
Superintendent*



*Khalida Quraishi,
Accounts Receivable*



*Linda Niehaus (left),
Payroll; and Lynda
Williams, Costing*



STERLING HULBURD IN CALGARY



This busy operation is managed by Ken Bruce and his very able Assistant Manager, Del Smith. Ken started with Hulburd's Crane Service some 15 years ago as an operator and became Branch Manager four years later. He is highly regarded by his men and Sterling Hulburd's clients. Incidentally, the man in the picture above is Jim Bottom, one of Sterling's new crane operators.



*Ken Bruce (left) with
Del Smith.*



Left to right, Merv McRae, Welder Mechanic; Al Wyton, Mechanic; Floyd Pederson, Crane Operator.

Laura Murphy, Receptionist, standing beside Jean Sturrock who looks after the books.



STERLING HULBURD IN VANCOUVER

Ernie Lapushinsky joined Hulburd's Crane Service four years ago. He is an aggressive and able manager who was responsible for opening up the Kamloops and Vancouver branches. Up until quite recently Ernie was stationed in Kamloops. Kamloops was running 11 cranes with Vancouver running 18. Last October, Vancouver was running only eight cranes.

Ernie has now moved his offices into Vancouver and there is no doubt that our crane operation in the Vancouver area will go ahead rapidly under his direction.



Ernie Lapushinsky at a Vancouver job site. Zenith Steel are building tugs.



“Our strength lies in the loyalty, experience and long service of our men.”

— Bill Gillanders

PROCOR'S EDMONTON REPAIR & MAINTENANCE SHOP

Procor's Edmonton Shop was opened in 1954. The basic purpose at this time was to service the Imperial Oil Refineries account. Frank Loffler was Superintendent for about a year and a half. Then Lionel Keith came over from Regina, where he had been the Shop Foreman. With his experience, particularly as Superintendent at Edmonton, it is little wonder Lionel became a first class freight car representative.

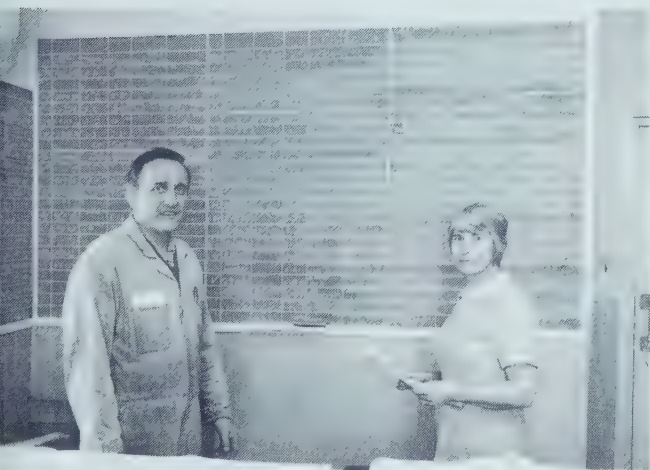
In November 1966, Lionel Keith opened the Calgary Sales Office and Bill Gillanders moved out from Procor's Oakville Shop as Superintendent.

At the time the Edmonton Shop opened, Bill estimates that there were about 800 cars in the Alberta/British Columbia area. Today there are more than 5,000 Procor cars in this area.

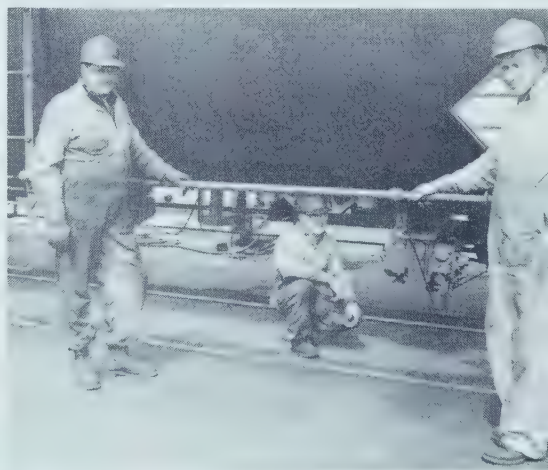
There has also been a tremendous diversification in the various types of Procor's cars being serviced at Edmonton. Originally the cars were essentially petroleum and LPG cars. Now, besides these, there are molten sulphur, rock limestone, chlorine, caustic soda, sulphuric acid, toll oil (this oil is a derivative of the pulp industry; it is a heavy fuel oil which the Japanese use in their ships. There are about 25 of these cars), coal cars — and shortly they will be involved with box cars and the bulkhead flats for the lumber industry. The shop throughout is now running at about its maximum of 1,100 cars per year and it appears that the time has come when we must expand to a larger and more modern operation.

Bill Gillanders has been with Procor for more than 21 years. He has divided his time almost equally at three of our shops: Regina, Oakville and Edmonton. He has a very real appreciation for the experience and loyalty of his men. "I am tremendously pleased that you have come out here to meet them," he said, "because they are the backbone of this whole operation. They can always be depended upon to do a first class job and they set a fine example for all those who join us."

Bill Gillanders has two sons. Keith, 18, has completed his first year at the University of Alberta. Last summer Keith worked with CPR as a labourer earning \$3 an hour; this year he is earning \$4.30 an hour with lots of overtime as a carman helper. Bill is justly proud of all this — "So many young men simply refuse to work!" Brian, 17, is doing his senior matriculation this year, and will become a veterinarian. He is keen on the biological sciences: he had 100% in biology in his Easter exams and averaged 90% at his studies over the year. Brian will do two years pre-medical at the University of Alberta and then proceed to the University of Saskatchewan for his degree, as there are no facilities to complete his course at the University of Alberta.



Slim Blankenau, the Shop Foreman, who has been with Procor for 20 years. Mrs. Betty Lindner, the Shop Clerk, has five years experience.



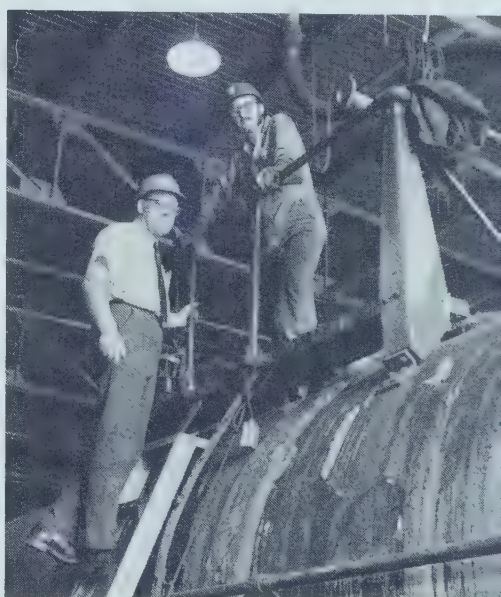
Left to right: George Dermott, 1st Class Car Repairman, has 10 years service with Procor. Helmer Olson, Boiler Engineer and 1st Class Car Repairman, has 20 years service with Procor. Karl Schwuchow, Air Brake Man has 22 years.



Jeff Burrows, a student helper from the University of Alberta. Last summer Jeff worked at our Oakville plant. He is studying Sociology.



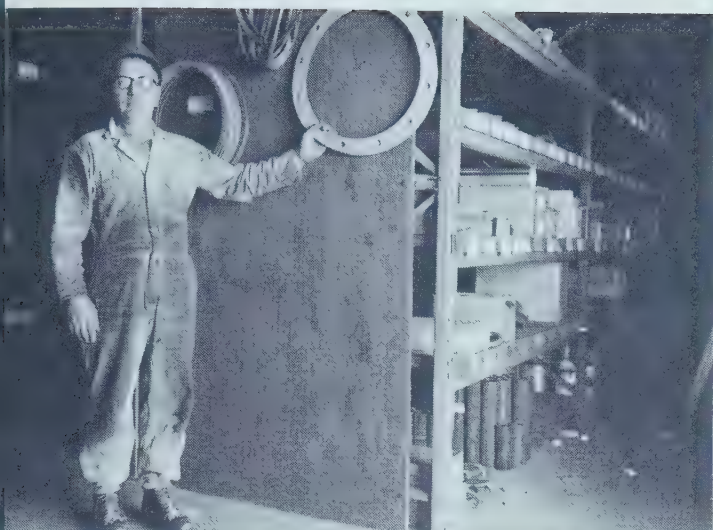
Bill Gillanders with Walter Albrecht. Walter is a Welder with 11 years service.



Bill Gillanders with Nick Tymchuk. Nick has been with Procor for seven years and is a Welder.



Slim Blankenau (left) with Harold Pettigrew, a Welder of 15 years service with Procor.



Alex Muzychka is a 2nd Class Repairman who handles the Stores. Alex has 18 years service with Procor.

These contract welders own their own equipment and have been doing work regularly with Bill Gillanders for the past 18 months, and Bill hopes they will continue for the future. "They are a willing crew," added Bill, "and they are doing a first class job on our centre plate fixes."

Hugo Hickie, Bill Northcott, Norm Shwanke (who has removed the 'C' from his name!) and Len Schwanke.



During our visit to the shop there were two men who were absent who Bill wishes to mention: John Williams, a 1st Class Car Repairman and Centre Plate Inspector with five years service; and Harry Heavener, a Welder, who also has five years service with Procor.

This CPR diesel is shunting Edmonton Shop cars from rail to rail. This is the normal procedure at Edmonton. The Imperial Oil Refinery is in the background.





ATHABASCA

TAR + SAND $\pm$ 300 BILLION



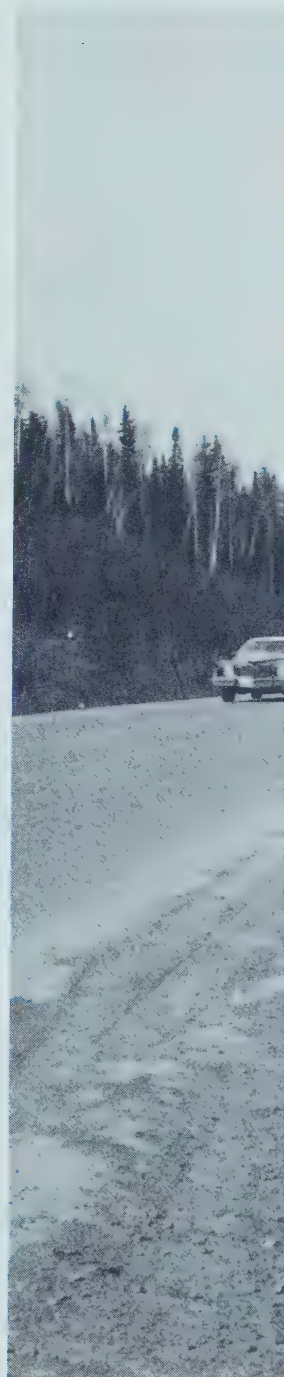
BASCA

BARRELS OF RECOVERABLE OIL

One of the world's greatest storehouses of energy, the Athabasca Tar Sands extends over 30,000 square miles of Northern Alberta. The explorer Peter Pond first noted the existence of the Athabasca tar sands in 1778 during his journey down the Athabasca River; but Peter Pond found the tar sand useful only for caulking his canoes. Since then, entrepreneurs have gone bankrupt attempting to tap the sands for oil.

Located about 245 miles northeast of Edmonton, the sands are thought to have been formed when oil reservoirs were breached by rivers and settled in layers of sand. About 600 billion barrels of oil (nearly twice the known reserves of the Middle East) seeped into what was then the Arctic sea-bed, settling in a hydrocarbon layer of from 50 ft. to more than 200 ft. thick. Experts estimate that roughly half the oil is ultimately recoverable, but this will require a far more sophisticated technology than is practiced today, and the cost will range into the tens of billions of dollars. All this was impracticable until the Arabs jacked up world oil prices to the current \$10 to \$12 level.

It was not until 1967 that technology made it possible for the economical extraction and refining of the bitumen content of the sand. That year marked the start-up of Great Canadian Oil Sands Ltd's \$235 million recovery plant, the first of its kind in the world. GCOS, a subsidiary of Sun Oil Company, has since produced synthetic crude oil at the rate of 45,000 barrels a day, using open pit mining techniques to remove the bituminous sand and transfer it to adjacent processing facilities.





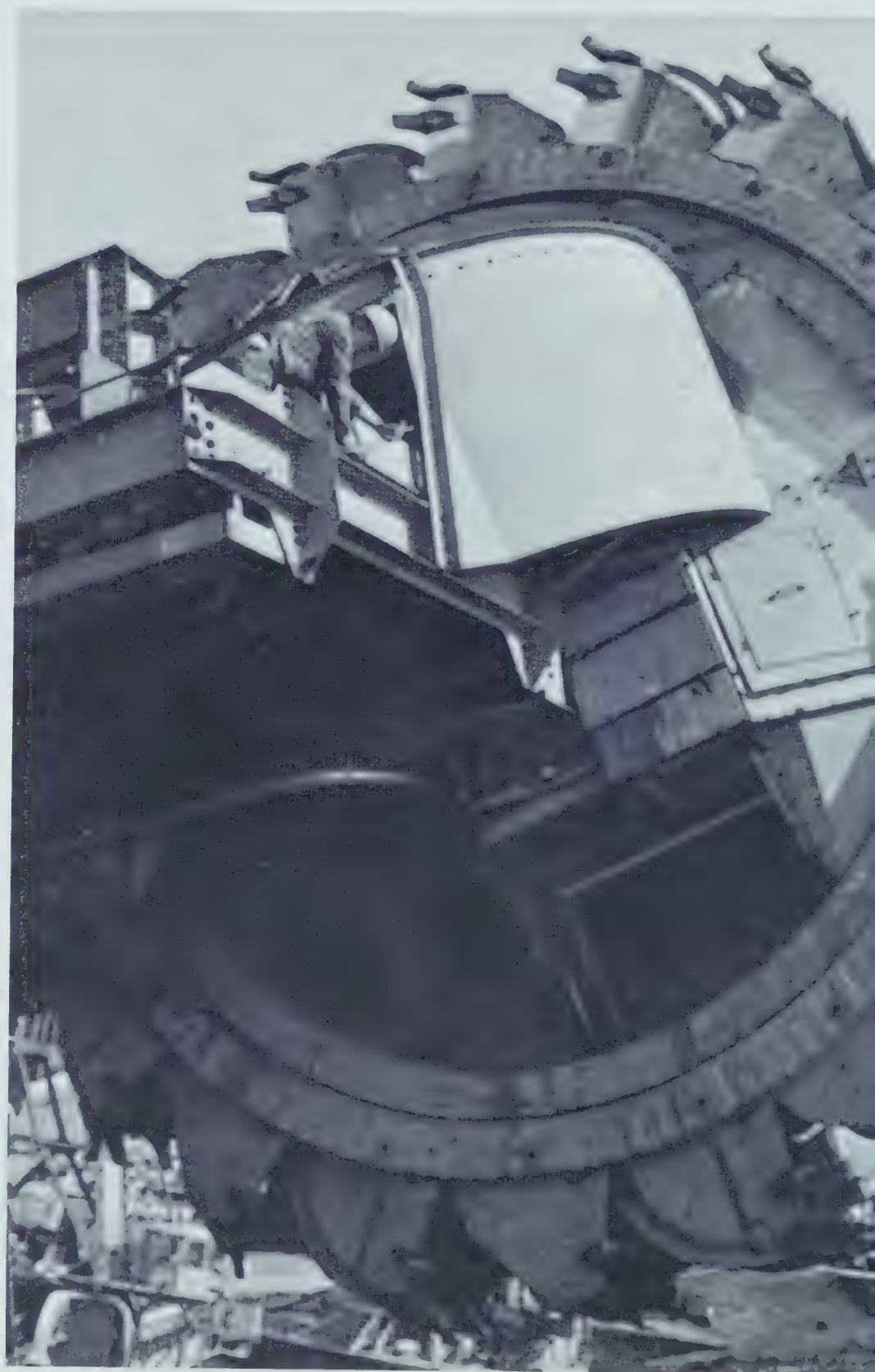
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WORLD'S FIRST OIL MINE

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ON MONDAY
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In one minute the excavator can pick up more than 150 tons of tar sand and deposit it on a conveyor belt system. Daily removal averages 110,000 tons.

Overburden is cleared by 15-cubic-yard front end loaders and loaded onto 150-ton dump trucks. Two giant bucket-wheel excavators, mounted on crawlers, dig into the mining area to depths up to 150 feet in round the clock operation.

Massive handling facilities are imperative, as it takes two tons of tar sand to provide one 42-gallon barrel of synthetic crude oil.

Recovery operations are a heavy test of equipment due to the composition of the tar sands. The bitumen oil surrounds and clings to the tiny sand granules to form a gummy, moist mass in summer. In winter, at temperatures down to -50 degrees Fahrenheit, the face of the strip mine becomes as hard as concrete. It is tougher too. Unlike concrete which will tend to shatter on impact, frozen tar sand absorbs the impact shock and transmits it directly to the digging equipment.

Procor and Ecodyne are already very much involved with the tar sand projects. For this reason Panorama went out there with Guy Richer of Ecodyne and Bill Davey of Procor's Crane Division. We flew out on a Pacific Western 737 from Edmonton, where both Guy and Bill are stationed, to Fort McMurray.

Fort McMurray, third busiest airport in Alberta (after Calgary and Edmonton) is a mundane-looking airstrip. It is far from comfortable, but then no one is there to be comfortable, in the first place. They are there to make money. And everyone able to stay on his feet is making plenty of it.



The main street.



The town squats a little uneasily on the edge of an ocean of oil, potentially as much as the whole Middle East contains. It was virtually built by GCOS, where the workers live in company-built homes or company trailers. Today it is also inhabited by workers from Syncrude and there are over 3,000 mobile homes.

A closer look at the town.

WELCOME TO FT. McMURRAY

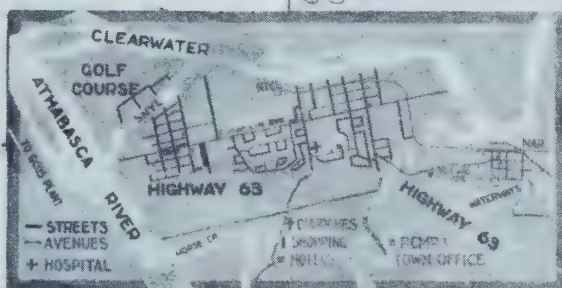
THE HEART OF
ATHABASCA'S
TAR SANDS



AND THE HOME
OF
BEST CANADIAN OIL SANDS
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MOTOR HOTEL

Serving the Town
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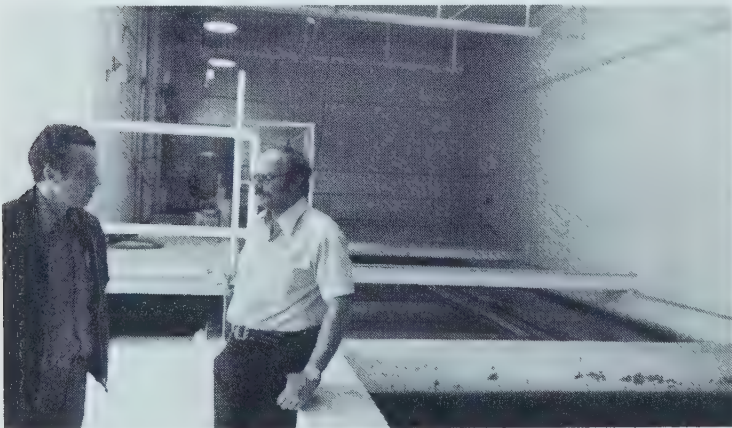


Guy Richer and Bill Davey in front of the hotel named after the explorer.

Guy Richer, Ecodyne's Western Sales Manager, spoke about Ecodyne's involvement in Fort McMurray, GCOS and Syncrude.

The original water treatment plant at Fort McMurray was erected in 1966 and was designed to treat 600 USGPM. The clarifier consists of a 26 foot square concrete shell with a Graver Reactivator mechanism.

The new water treatment plant currently under construction is designed to treat 3075 USGPM — an indication of how the town has grown. Graver is supplying a Reactivator mechanism for a 39 foot square concrete basin with Graver Floc Barrier Modules. Graver is also supplying the filtration components to be installed in four 11 foot square concrete filters, the necessary chemical feeders and a recarbonation system to recarbonate the treated water.



Guy Richer chats with Philip Richard, Supervisor of the water treatment plant at Fort McMurray.



GCOS mining and refining facilities near Fort McMurray.

At the GCOS facility, Graver has supplied, for their power plant, a Hot Process Softening System which includes the following major items:

- a) A 94 feet diameter Graver Reactivator rated for 7500 USGPM.
- b) Two 35 feet diameter Hot Process Sedimentation Vessels and a battery of Hot Zeolite Softeners.
- c) Two 1,600,000 lbs/hour tray-type Deaerating Heaters.

At the Syncrude Limited development, Graver has contracted to supply, for their Mildred Lake power plant, what is probably the world's largest industrial water treatment-demineralization plant. The pretreatment system is designed to treat 8000 USGPM and includes a 138 feet diameter steel shell Graver Reactivator and Graver Mono-Scour Pak filtration system. the demineralization plant that will treat 6300 USGPM is a highly sophisticated system based on Graver's Bobby patented CCR Demineralizers. The supply portion for Graver is valued at 2.6 million dollars.

SYNCRUDE

Under construction, 28 miles north of Fort McMurray, is the billion dollar plant for Syncrude Canada Limited, a consortium of American owned oil companies made up of Atlantic Richfield Canada Ltd., Cities Service Canada Ltd., Imperial Oil Limited, and Gulf Canada Ltd. This development aims at producing 125,000 barrels per day and is scheduled to be in production by 1978. Their plan is to peel off muskeg and timber, then drain the site and dig out the sands for processing. The entire operation will span something like 25 years and will probably be "the world's largest strip mine", as one of their engineers put it.

We found them gouging out the earth in clouds of dust. (Days before they were floundering in a vast bed of mud.) Mammoth vehicles raced with mammoth burdens towards the horizon — goodness knows where they were headed.





FROM THIS . . .

... TO THIS.

*The Engineers'
quarters with a dust
storm brewing.*



*A giant crane at work
with a 17 cubic feet
capacity bucket. It is
digging a ditch round
the entire complex for
drainage.*



*Bill Davey stands beside a
Sterling Hulburd Crane.
"We'll be seeing a lot of
Sterling Hulburd equipment
over here."*

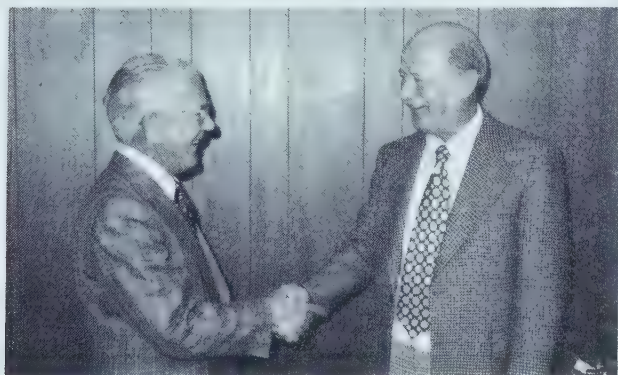


... TO THIS .



“Whose land is this anyway?” An Indian grave in its muddy isolation poses a mute question for the future.

Roy Henry, Sales Supervisor, completes 15 years service with Whitehouse Fastenings



Photograph: W. E. McDougall, Assistant Secretary-Treasurer, Procor Limited (left), congratulates Roy Henry on his long and successful career with Whitehouse Fastenings.

Roy, who has a terrific personality and a great sense of humour, has seen many changes during his 15 years with Whitehouse. He has played a very significant part in the growth of the company from two employees to its present complement of more than twenty. He is highly regarded by Ken Brown, Whitehouse Fastenings Sales Manager.

QUESTIONS

from PROCOR'S PLANT PERSONNEL

with

ANSWERS

from MANAGEMENT

During the course of their work in the plant our men often pose questions that need an answer. We feel that in many cases the answers to these questions are of interest to fellow workers. Panorama intends to make a regular feature of these Questions and Answers. Accordingly, Plant Personnel are invited to submit questions to Mr. M.J. McDonnell, who in turn will arrange to provide suitable answers. Naturally, we want Questions and Answers of general interest to the men and the work in the plant. If you have a question, please submit it in writing to Mr. McDonnell.

BILL TAYLOR



QUESTION:

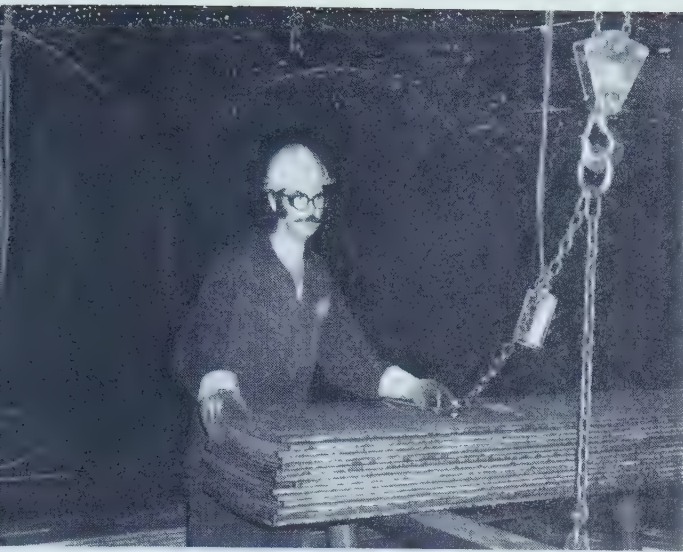
“Is there any plan to expand our Oakville plant?”

ANSWER:

“At the moment there is no plan to expand here, beyond putting up a large building for our wood-working shop.”

(M.J. McDonnell)

Bill Taylor is a Lead Hand who has been with Procor for 14 years. He operates the Whiting Trackmobile which is standing in front of the Transfer Table.



NORM QUINT

QUESTION:

“Is the shell material the same for Acid cars as for General Purpose cars?”

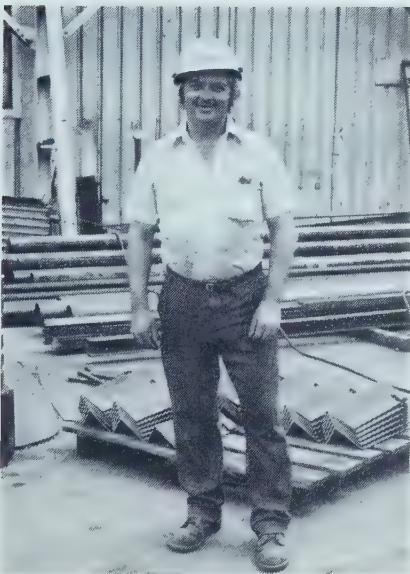
ANSWERS:

“The corrosion resistance of various carbon steels is virtually the same in any corrosive environment. Alloys can be added to increase resistance to corro-

sion but all of the steels approved for tank cars are generally of the plain carbon types. Sulphuric Acid in its concentrated form is not particularly corrosive to carbon steels for static storage and it is quite usual for 93% Sulphuric Acid to be stored in unlined carbon steel tanks. Normally, a carbon steel tank is also used for Sulphuric Acid cars in interchange service. However, if Sulphuric Acid is pumped through a pipe, a particular type of corrosion occurs known as velocity corrosion. We have found that the same phenomenon occurs in tank cars due to the side to side sloshing action which is due to the rolling motion of the car in transit. While this corrosion is not serious in a car travelling 15,000 to 20,000 miles per year, under Unit train mileages of 75,000 to 100,000 miles per year, we have found it necessary to line the cars in order to achieve an economic tank life. The lining which we use is a high temperature cured phenolic type.”

(R.G. Deeks)

Norm Quint is a Brake Operator who has been with Procor for six years.



ROY BREWER

QUESTION:

“How are the Aluminum Coal cars performing, and do you see a market for them?”

ANSWER:

“The Aluminum Coal cars are performing satisfactorily. We have carried out detailed inspections of the cars and have found two minor fatigue problems which we feel are not particularly serious and can be dealt with quite easily. One of the cars has accumulated in excess of 100,000 miles.

“As far as the future market is concerned, there is, at this time, an interest in a Unit train in the west. As long as the railroads recognize that the per car freight cost should not vary with that for a steel car, in order to compensate for the higher capital cost of the Aluminum car, there should be a good future market.”

(R.G. Deeks)

Roy Brewer is a Class ‘A’ Fitter who has been with Procor for some three years.

MICHAEL McGEE

QUESTION:

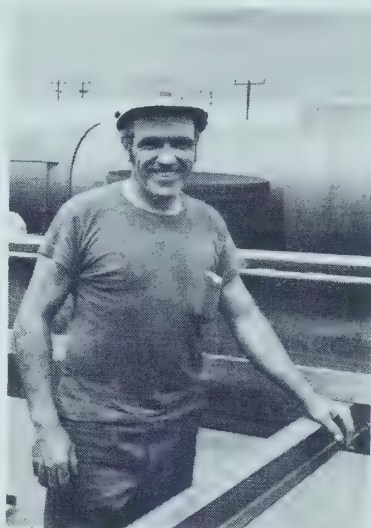
“What products are cooled by Ecodyne’s MRM Exchangers?”

ANSWER:

“MRM Heat exchangers can be used to cool any liquid or gas in a refinery. Our current Shell job will cool a “river” of sour water. Sour water is a highly corrosive mixture of water and sulphur compounds such as hydrogen sulphide, sulphuric acid, etc. The Imperial Oil contract, that is now starting in our plant, forms part of a reformer — essentially a large pressure cooker — used to break down heavy oil sludge into lighter more useful hydrocarbons such as gasoline and kerosene. The I.O.L. units will operate at over 2000 psig pressure, and cool a mixture of hydrocarbon liquids and gases. This fluid contains both sour components and hydrogen gas making the design and construction of this unit extremely difficult. I.O.L. selected Procor/Ecodyne as the only company in Canada having the capabilities to furnish this complex unit.”

(Joe Zarnitz)

Michael McGee is a Class ‘A’ Fitter who has been with Procor for more than eight years.



PERCIVAL FORDE

QUESTION:

“What products are carried in cars equipped with exterior coils?”

ANSWER:

“Any product which requires heating in order to unload. Some products become too thick to handle when they cool and some freeze at relatively high temperatures.



“By far the largest volume of all products shipped in externally coiled cars is Bunker oil. Bunker oil is normally loaded at about 170 degrees Fahrenheit and is heated to about 140 degrees Fahrenheit to 150 degrees Fahrenheit to unload. When Bunker cools, it is virtually of the consistency of tar and must be heated in order to unload, the oil becoming much thinner when hot. Bunker is, of course, generally used to fire boilers. Vegetable oil is another example of a product which becomes thick when cool and must be heated to unload. The heating is usually accomplished by connecting steam to the inlet of the coil and applying a steam trap to the outlet. Steam pressures may vary from 15 p.s.i. to 100 p.s.i.”

(R.G. Deeks)

Percival Forde is a Lead Hand with six years service with Procor.



CLARENCE INGLEHART

QUESTION:

“Are we contemplating the purchase of any new mobile handling equipment?”

ANSWER:

“Our plan is to add two more mobile lift trucks to our present fleet. We expect to do this very shortly.”

(M.J. McDonnell)

Clarence Inglehart is an Auto Mechanic who has spent five years with Procor.

ABRAHAM LUCAS



QUESTION:

“What is the principle of operation of the ‘new’ Pressure Flow car (Dualflow)? And what tests are to be carried out?”

ANSWER:

“Elsewhere in this issue of Panorama, you will find an article on our Dualflow car. Perhaps a brief explanation is in order here. The principle involved in the Dualflow is that of changing the physical behaviour of a powder by introducing air so that the aerated powder behaves as a fluid. This is why we use the term “fluidizing”. If any powder (such

as cement, flour, etc.) is poured onto a flat surface, it produces a conical mound. If this mound was on the bottom of a box, the bottom being porous and with an air chamber under the porous surface, when air is

introduced under the powder it immediately behaves as a fluid and forms a level surface. In fact, the fluidized powder can be sloshed about under these conditions as though it was water. The Dualflow uses this principle by having two sloping fluidizing conveyors which terminate at the central outlet of the car. Thus, when air is introduced under these conveyors, the product flows downhill towards the outlet. The Dualflow is designed to operate at pressures up to 30 p.s.i. in order to use this pressure to pump the product through horizontal and vertical pipes leading to the storage silo.

“The Dualflow has been loaded with soft wheat flour and should be unloaded very shortly. We will first carry out a number of loadings and unloadings in order to evaluate the functional aspects of the car. Upon completion of this programme, we will carry out hydrostatic testing, squeeze testing and impact testing in order to make the car as competitive as possible.”

(R.G. Deeks)

Abraham Lucas is a Class ‘A’ Fitter with many years service with Procor. He has done a splendid job for 18 years.



KIVE CHESLOCK

QUESTION:

“Why is the design of the Pressure Flow cars being changed?”

ANSWER:

“The design of the Pressure Flow has changed over the years, as a normal development, in order to eliminate problems which we experience in service, to make the car more serviceable, more easily maintained and of course, we are constantly carrying out value analysis programmes on all our cars, in order to stay ahead of our competition. However, this question may be referring to the ‘Dualflow’ car, the prototype of which, has just been completed in our shop. I will be writing an article on the ‘Dualflow’ car in which I will cover the design aspects and economic reasoning in more detail. It may be sufficient here to say that the ‘Dualflow’ caters to a market need which the Pressure Flow does not. At this time, I would say that the ‘Dualflow’ will be more suitable for powdered dry bulk commodities while the Pressure Flow will be more suitable for granular commodities.”

(R.G. Deeks)

Kive Cheslock is a Class ‘A’ Welder with nine years service with Procor.

TWO PROCOR ACQUISITIONS IN UNITED KINGDOM

The following is the text of a Press Release dated July 9, 1974:

The Board of Procor (U.K.) announces that contracts have been exchanged for the acquisition by Procor of two important British railway companies.

The first of these is British Railway Traffic and Electric Company Limited (B.R.T. & E.), a wholly owned member of the U.D.T. Industries group. The principal business of B.R.T. & E. is the hiring out of tank and other rail cars within the United Kingdom. This acquisition will immediately treble Procor's British railway fleet from approximately 1,000 cars to approximately 3,000 cars.

The second acquisition concerns Charles Roberts & Company Limited, from whom Procor is acquiring their rail car manufacturing facilities at Horbury, Wakefield. This latter acquisition will enable Procor to provide a complete service in the United Kingdom for the design, manufacture, hire and maintenance of railway freight cars. It is Procor's intention to expand the Charles Roberts manufacturing facilities at Horbury to provide for the growth of Procor's lease fleet.

These acquisitions are subject to the necessary British Government consents.

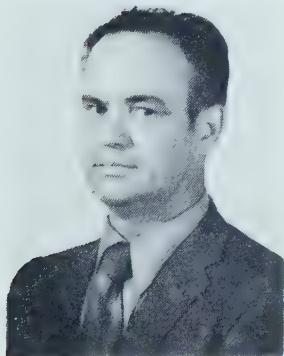
The total cost of these two acquisitions will amount to some \$13 million.!

Procor is a wholly owned subsidiary of Trans Union Corporation, and its 11¼ rail debenture stock 1993/98 is listed on the London Stock Exchange.

These proposed acquisitions with which Mr. Grant L. Gooding was very closely associated, will be dealt with in detail in the next issued Panorama.

GEORGE KLEIN APPOINTED SUPERINTENDENT AT PROCOR'S REGINA CAR REPAIR SHOP

Mr. Victor Tanner, Manager, Mechanical Services announced Mr. George Klein's appointment on the 29th May, 1974:



George Klein

"I am pleased to announce the appointment of George Klein as Superintendent of the Car Repair Shop at Regina, Saskatchewan.

"Dating back to 1953, George's experience in Car Shop operations will be an invaluable asset in management of an increasingly more complex regional repair operation. He will report to the General Superintendent, Rail Car Repair Shops.

"I am sure you will all join me in wishing him success in his new position."

PROCOR'S 242 JUMBO METHANOL CARS HELP BRING ALBERTA'S CHEMICAL INDUSTRY ON STREAM

John LoPorto shifted uneasily in the small seat of the 18-place Twin Otter commuter plane and glanced away from the window. He smiled.

"You know, I'll bet more company confidential plans have been overheard on this little plane between Calgary and Medicine Hat than anyplace else in Alberta province," he confided in a low voice. "I see four potential competitors in the plane right now."

As President of Alberta Gas Chemicals Ltd., LoPorto was making one of his many inspection trips to Medicine Hat, site of the new methanol plant under construction. He glanced back at the window. A few thousand feet below was the Bow River, the only relief from the flat surface that earns Alberta, Saskatchewan and Manitoba their "prairie provinces" nickname. Hidden from sight was the vast underground storehouse of oil and gas, which is now spelling excitement for many pioneering petrochemical companies. To date at least 22 oil and chemical companies have announced plans to develop this wealth of raw materials.

LoPorto's own firm is caught up in that excitement. In 1950 he and Dr. Charles Allard discussed developing this area's gas resources, but correctly felt the timing was wrong. A revisit in 1971 told them Alberta was ready, and they commissioned a thorough study which ultimately proved them right. Based on their findings they formed Allarco Chemical Ltd. in 1972, obtained a grant from the Department of Regional Economic Expansion, and set about building a plant to produce methanol.

The company, known as Alberta Gas Chemicals since February, 1973, is jointly owned by Alberta Gas Trunk Line Co. Ltd. of Calgary, and Allarco Development Ltd., of Edmonton. By late this year the plant will be producing 600 tons of methanol a day. Soon after, with the addition of an identical facility on an adjacent site, production will double. Until this plant comes on stream, Canada is a net importer of methanol, bringing in about 45 million gallons a year. When the plant is turned on, Canada should become a net exporter.



“Until recently Alberta’s petrochemical wealth was literally untappable,” LoPorto said, “even though there is an abundance of raw material and investment capital. The one thing missing was transportation, and we think we’ve found an answer.”

Transportation has long been the fly in Alberta’s chemical ointment. Its coal, gas, and tar sand deposits lie 400 miles from a seaport and perhaps 1400 miles from most major markets. For that reason most chemical companies based Alberta plans on existing or proposed pipelines.

Procor Provides Solution

“We’ve solved our transportation headache,” LoPorto says, “by turning to 30,000 gal. “jumbo” tank cars made by Procor Limited, Canadian affiliate of Trans Union Corporation. Most actual and planned pipelines are going down into the States, which doesn’t really help us. We’d need a thousand pipelines because Alberta Gas Chemical’s major customers for methanol, also known as wood alcohol and methal alcohol, are in Canada’s own forest industries. They are located in both eastern and western portions of the country, so Medicine Hat, Alberta is between them.”

Alberta Gas Chemicals now has on order from Procor for 242 jumbo tank cars, a fleet giving them a total carrying capacity of more than seven million gallons. Also under construction is a specially designed automatic, high pressure loading system that will fill the methanol tank cars at 1,000 gal. per minute. The system includes a Procor-designed magnetic sensing device which controls the fill rate and assures the proper load level.

“That product stream will feed from two four-million gal. tanks,” LoPorto explained. “That gives us a 40-day supply. We don’t want to be stuck here unable to produce while our cars are snowbound in the Canadian Rockies, just because we don’t have the storage capacity to hold our production.”

Although LoPorto readily admits Alberta’s location imposes a transportation penalty, his studies show that Canadian demand for methanol will increase in nearby areas. As other markets are added closer to the plant the transportation costs per gallon will go down.

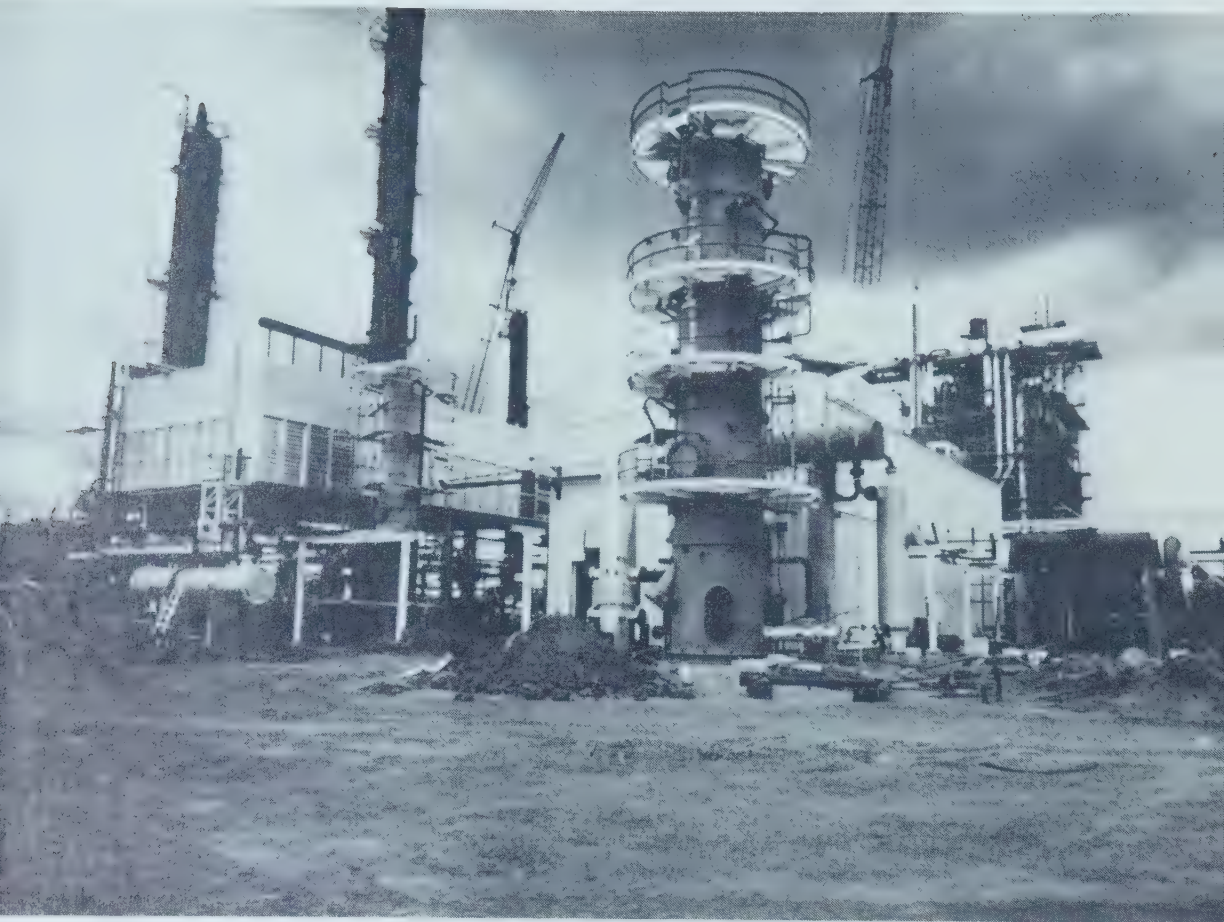
“But you have to take advantage of every break that comes along,” he cautions. “The lower rates of the ‘jumbo’ cars as opposed to traditional smaller cars are important ingredients in our formula for success at Medicine Hat.”

John LoPorto glanced back from the window with a wry smile. “You Procor people really did a job on me! I had practically made up my mind to order “Brand X” cars when Al Hawrys here, and your Alex Stremecki, came on the scene. I was pursued relentlessly. Time and distance meant nothing to them. They were of course ably abetted by Glenn Schultz and Ron Deeks — until finally I succumbed. Anyway, I can say that Procor certainly deserved the order, and I’m well pleased with it.”

Noise from the two throbbing props eased, and the Twin Otter began its descent to Medicine Hat’s small airport, about 75 miles north of the Montana border. The plane banked slightly to the left, giving a good view of the city and its environs.

“That’s our plant over there,” LoPorto pointed out. “You can see that ‘Methanol I’ is almost complete. That reformer being built adjacent to it is the start of ‘Methanol II’, an identical facility. Production of Methanol I is completely committed, and the break-even part of Methanol II is already sold out.”

Methanol I, a \$20 million complex, is the first plant in North America that will use the European intermediate pressure process of ICI (Imperial Chemical Industries) for methanol synthesis, according to LoPorto. Its operation sounds deceptively simple. The natural gas is



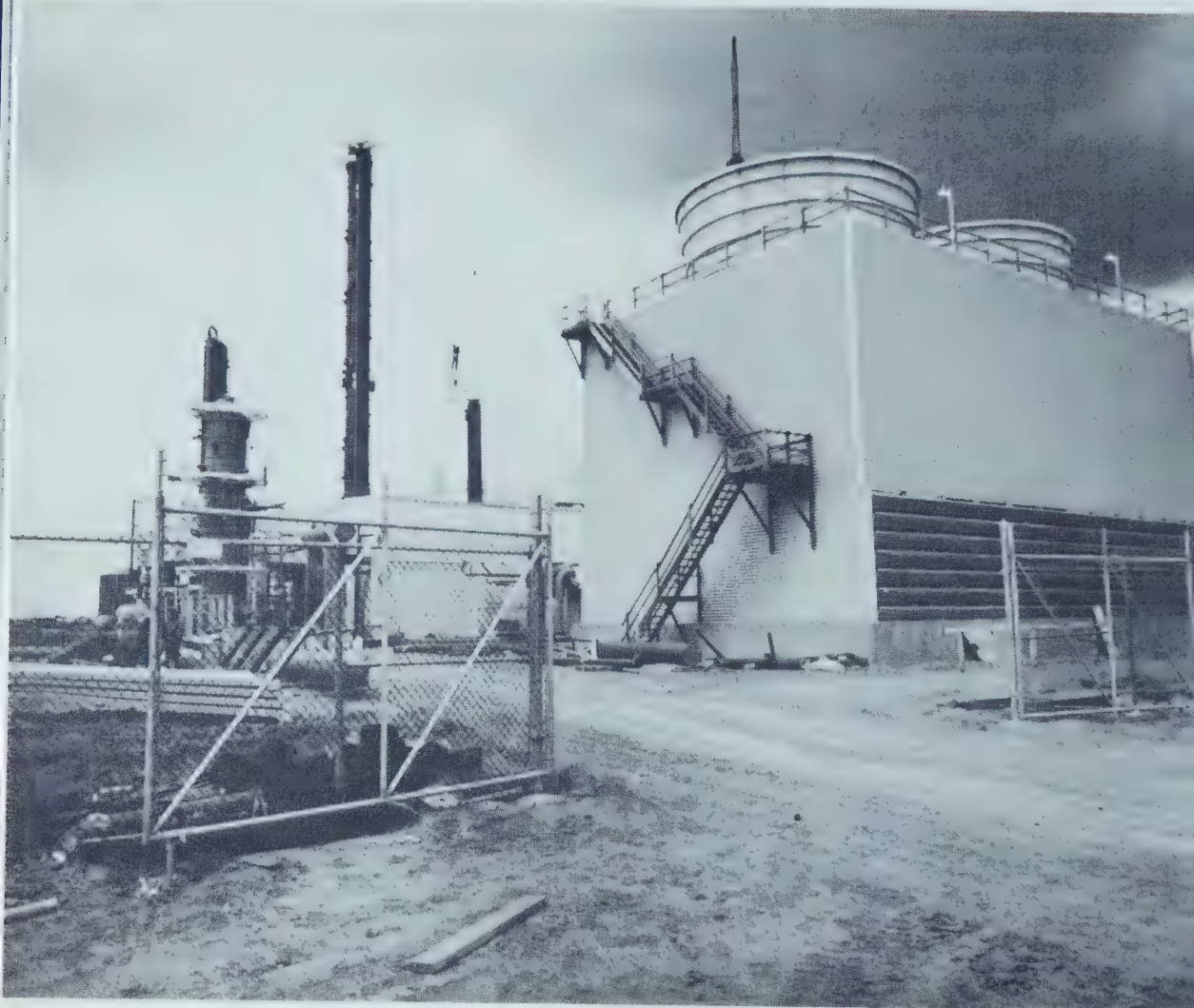
Somewhat resembling a futuristic space city, Alberta Gas Chemicals' Methanol I will soon produce 600 tons per day. Methanol II will double the output.

purified and mixed with steam in the reformer to produce hydrogen and carbon dioxide. Compression and synthesis takes place to form crude methanol, which is distilled to provide 99.99% pure methanol.

“Maintaining a chemically pure water supply was another problem we faced and solved,” LoPorto said. “Our water comes from an underground river flowing beneath Medicine Hat. We’ve spent a lot of time and money to make sure our water system is the best available, but it will pay off for us in spades.”

Cooling Towers from Ecodyne

Basic to the water treatment procedure are two cooling towers supplied by Ecodyne, another Trans Union affiliate. The towers give up to 10 cycles for the water, instead of 1½ to 2 that is apparently common for methanol plants. In addition, fewer blow-downs are required.



These Ecodyne Cooling Towers help Alberta Gas Chemicals make efficient use of scarce production water by cooling it for re-entry into the processing stream.

A high degree of heat efficiency is built into the total operation. The plant is capable of producing one ton of methanol for every 37 million BTU in gas, much lower than traditional processes. The heat exchange process operates almost as a power plant, recycling waste heat to perform work where it is needed.

All waste products of the plant are brought into one stream and combusted into extinction. "There's no waste or pollution here," LoPorto emphasizes. "If you could liken our operation to a meat packing plant, we've even found a way to get rid of the squeal of the pig."

The plane leveled out for its approach into the Medicine Hat airport. It touched down and taxied quickly to the small terminal and stopped.



And, of course, any big construction job needs Procor's Crane Division!



President John LoPorto disembarks from the Twin Otter. He commutes regularly between the site, his office at St. Morris, N.J., and the company's home office in Edmonton.

John LoPorto exchanged greetings with the other chemical executives as they disembarked and started for their respective cars.

"Alberta's time as a chemical producer has definitely come," LoPorto emphasized as he got into his own station wagon. "And plants here at Medicine Hat will play a big role. I'm just glad we got here fast enough to be the pioneers. I'm also glad we, along with Procor's help, were able to solve our transportation problems," he concluded. "That's really the key to our whole existence."

High up on Methanol I





Two 4 million gallon capacity tanks flank new Canadian Pacific Railway spur, extended a mile to tie the plant into Canada's railway network. Procor's 242 jumbo size cars will soon carry methanol production to Canadian and U.S. markets.

LIONEL KEITH APPOINTED GENERAL MANAGER AT VENNARD & ELLITHORPE



LIONEL KEITH

Mr. Gordon C. Mills announced the appointment as follows:

I am pleased to announce the appointment of Lionel Keith as General Manager of what is now the Vennard & Ellithorpe Division of Procor Limited, effective July 1.

Lionel Keith has been associated with Procor for over twenty years, most recently as Western Regional Sales Manager for the Rail Car Division.

Frank Turner has resigned the position of President of Vennard & Ellithorpe Ltd., expressing his personal desire to return East. Frank has done an outstanding job in a most difficult situation, for which we are all most grateful.



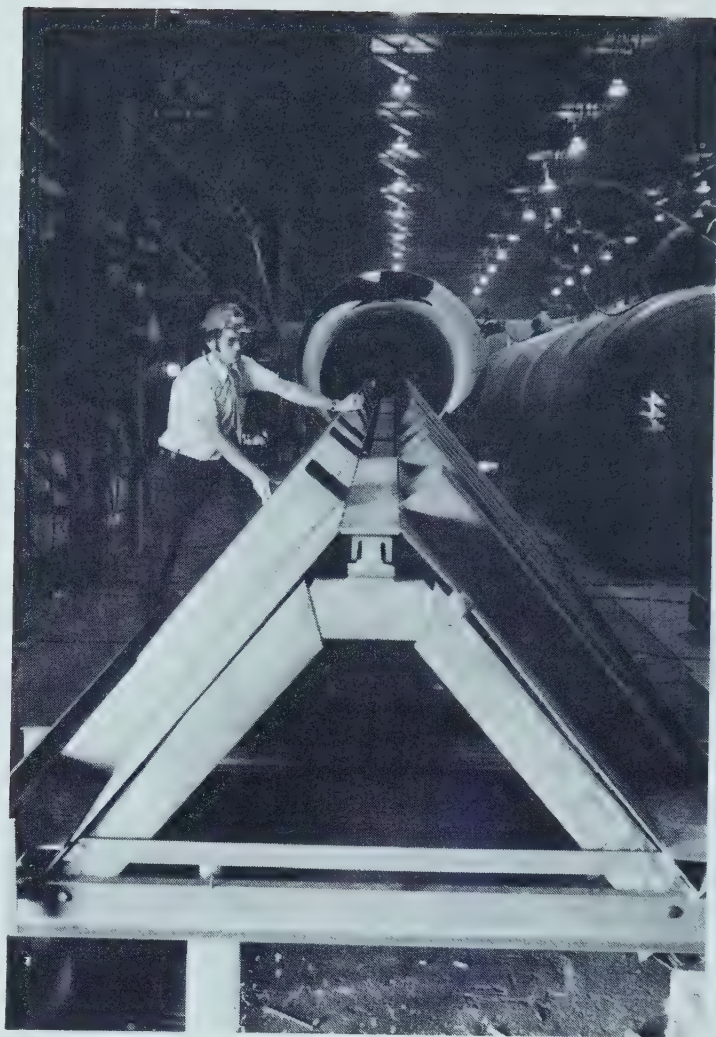
PROCOR'S NEW **“DUALFLOW”** **CAR**

R. G. Deeks, P. Eng.



John Rigby (left) with Martin John beside the prototype car.

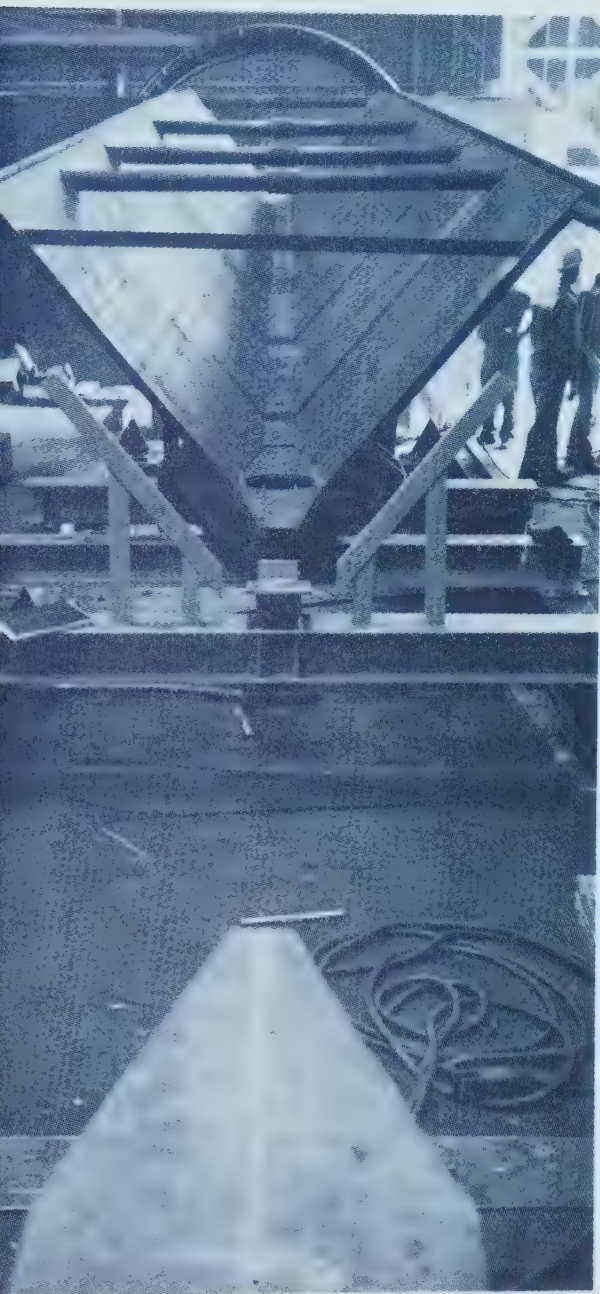
Together with Fred Swindell and Ron Ramswell, I visited the traffic manager of the Portland Cement Association, London, England in June of 1973. Our objective was to make a sales presentation with regard to our newly developed UK version of the Pressure Flow car. The traffic manager of the Portland Cement Association was adamant that cars in their service had to have the dual functions of pressure and gravity discharge. The Pressure Flow car cannot be used for both of these functions. In addition, Canadian Pacific ~~Railroad~~ ^{Railway} had also expressed considerable interest in the car having dual capability since the seasonal use in cement service was resulting in cars being idle during the winter. We therefore began to design a car which would satisfy the demand in both Canada and the UK.



*Martin John looks over
the panel sections
which form the lower
part of the car.*

In principle, the car consists of two fluidizing conveyors sloping from each end of the car, down to a central outlet. A fluidizing conveyor is a porous surface under which air is introduced which fluidizes the bulk material above the porous surface. Thus, the bulk material no longer has a natural angle of repose and instead behaves as a fluid. Since the conveyors slope towards the middle of the car, the product runs down the slope and out of the outlet. In cross section, we needed steeply sloping sides to ensure that, as the product runs down the slope and out of the outlet, the product above the layer fluidized continues to fall onto the conveyors, becomes fluidized and flows out of the car until eventually the car is empty. The upper extremities of the sloping sides then join a circular cross section to enclose the cross sectional shape since the circle is, of course, the ideal geometry for internal pressure. This approach to the car design thus results in the upper part of the car being two asymmetrical cones with two VEE shaped troughs under the cones.

Our approach differs considerably from other cars of this type since all other designs have started with a simple structural configuration of a cylindrical vessel cranked in the middle. The slope sheets and aeration equipment is then housed inside the circular tank. This results in a compromise as far as the end use of the car is concerned and makes maintenance and cleaning, difficult if not, in some cases, virtually impossible. This latter consideration is, of course, extremely important in food service. Our approach, on the other hand, was to start with the function and face the structural problems which result from the somewhat complex geometry of the car.



The resulting car is very simple to operate since there is only one outlet valve. The car may be unloaded by raising the internal pressure to any pressure up to 30 p.s.i.g. where the product must be pumped horizontally and vertically into a silo. Unloading may also be accomplished by merely fluidizing the product without internal pressure and dumping into a hopper located under the car and between the railway tracks. In the case of pressure discharge, the car discharges horizontally through the standard 4" diameter valve and discharge line and in the case of gravity discharge, vertically downward through a 12" diameter valve. The aeration equipment is easily removed from within the car and can be soaked in solvent and sterilized. The interior of the car, when the aeration equipment is removed, is completely clean and can be

A completed lower section of the car showing the bottom outlet and pipe ties.

washed and steamed. Thus the operation, cleaning and maintenance is easily accomplished.

This car is ideal for powdered dry bulk commodities but the latest design of Pressure Flow will remain as the best car for granular bulk commodities. Powdered commodities, however, represent much the largest volume of bulk commodities shipped by rail.

It is our hope that the new car will fill the marketing need demonstrated since no other car is available which will perform the same functions.

Left to right: Malcolm Ord and Martin John with Howard Cole of Michigan Dynamics viewing the progress.



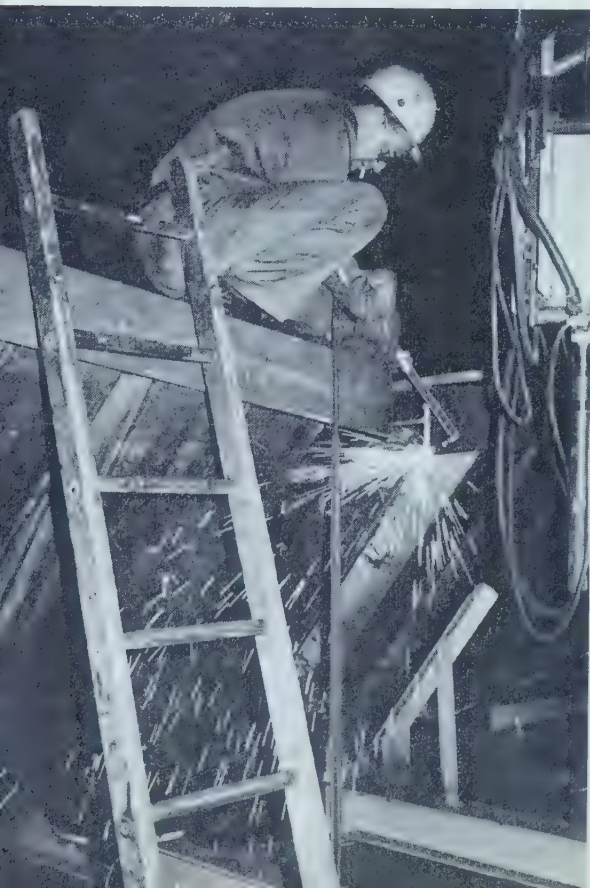
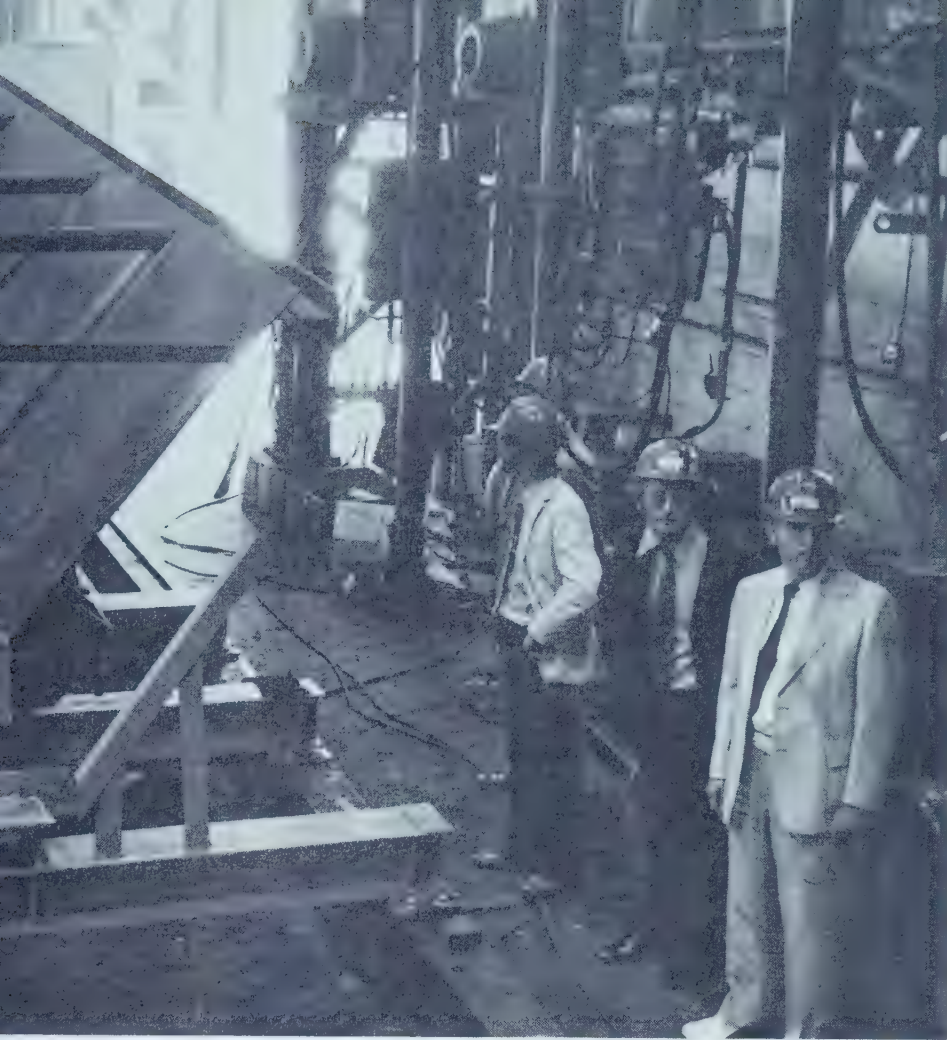
THE FABRICATION

A section of Procor's main shop was set aside for the building and assembly of the new Dualflow car. Gerry Matheson was designated Fitter-in-Charge while Archie Neill from the Inspection Department was assigned the job of keeping an eye on the progress of work. Martin John was the liaison between our Drawing Office and the plant.

The bottom of the car was assembled in four sections. Two sections at a time were placed on a jig for welding and the resulting halves were then welded together. The top of the car is essentially two eccentric cones welded together at the larger diameter.

Due to its unusual geometric shape, there were many possibilities for error, but we were surprised and delighted to experience very few of them.

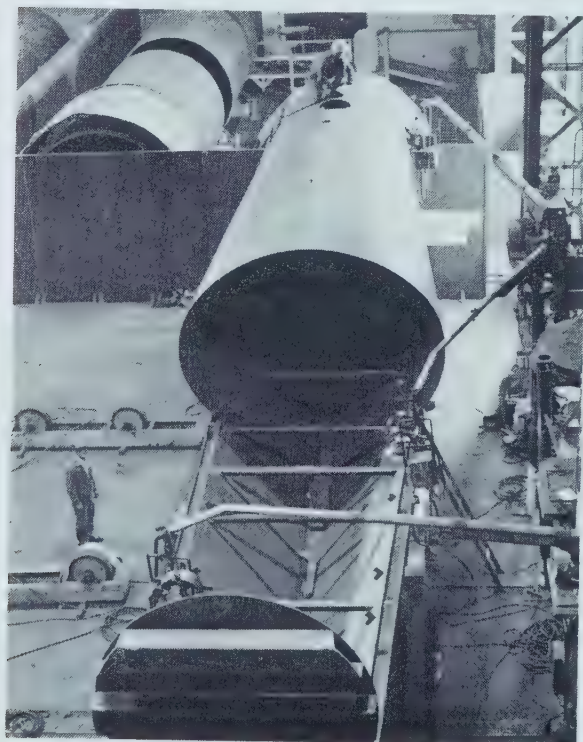
After the completion of the basic assembly, the car was finally "landed" on trucks and wheeled to the Stress Relieving Furnace. The car was then hydraulically pressure tested by filling it with water, closing the hatch covers and pumping until a pressure of 40 p.s.i. was attained. It was then weighed while full of water to determine its exact capacity.



*Gerry Matheson, about to weld
the bottom halves of the car
together.*



The car is about three quarters complete.



The car is nearly complete.





From the Test Bay the new Dualflow car was taken to the Car Finishing Shop where the end platforms, brakes and aeration equipment were assembled. Finally, the car was taken for sand blasting and painting. It emerged as the first of a new generation of cars to be added to the Procor fleet.

Gerry Matheson (left) and Archie Neill mark out the shell for welding the fittings.



The car finally leaves the Paint Shop.

GRAVER WATER CONDITIONING'S LARGE CONTRACT FOR THE CITY OF EDMONTON

The City of Edmonton's new water treatment plant will be an ultra-modern facility situated on a 75 acre site west of the City. It will be known as the E. L. Smith #4 Water Treatment Plant.

The Graver Water Conditioning Division of Ecodyne is supplying and erecting three 140 feet square reactivators. Clarifying and lime-softening the raw inlet water, these three reactivators will be the first of four parallel plants planned for the next decade, making this installation the largest lime-softening treatment plant in North America.

This contract, worth about \$1.7 million to Graver, represents a number of Graver firsts:

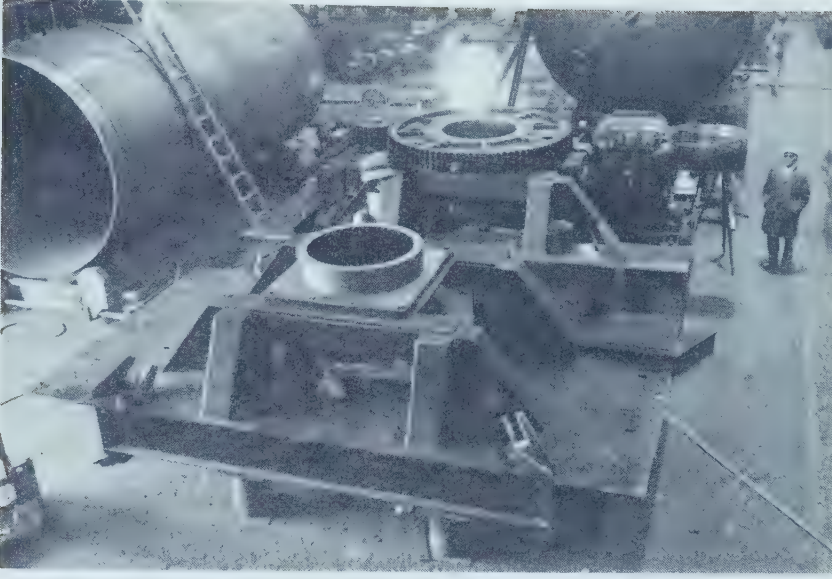
1. The first reactivator to be designed with a centre column. The column will be provided by the City to support its hyperbolic paraboloid concrete roof. The concentric mixing impeller shaft and sludge scraper shaft will be lowered over the roof column, and the gears and bearings transmitting power to the shaft have been "split".
2. The first very large installation to make use of "floc barriers". Floc barriers double the capacity of a clarifier, and consist of sloping honeycombed plastic modules hung from the collector piping over the entire settling zone. Graver developed a new design and a new manufacturing technique for this contract.
3. The reactivators have the largest output torque rating for the sludge scraper drive (2,400,000 inch-pounds) that Graver has ever designed.
4. The first reactivator supplied to the site in large fully fabricated assemblies. They include:
 - a) Three centre platforms, each weighing 32 tons.
 - b) Twelve flumes, each 11 ft $\times$ 6 ft $\times$ 65 ft.
 - c) Six trusses, each 11 ft $\times$ 11 ft $\times$ 65 ft in size.
 - d) Six trusses, each 11 ft $\times$ 2 ft $\times$ 65 ft in size.
 - e) Eight sections of fiberglass pipe, each 5 ft in diameter and 40 ft long.
5. The first reactivator whose mechanical drives were entirely shop assembled and shop tested.

Procor manufactured a large number of the components, and their manufacturing expertise contributed to so much of this shop assembly. Skilled tradesmen were required to fabricate shafts and to assemble equipment to tolerances approaching those of expert machinists.

Here are some of the more interesting statistics associated with the supply of this job: 24 railway box cars of floc barrier; 5000 feet of 14 inch galvanized pipe; 2000 feet of handrailing and 900 feet of 6 feet diameter pipe.

In due course Panorama will present an illustrated story of the erection of this tremendous undertaking.

At the Oakville Shop

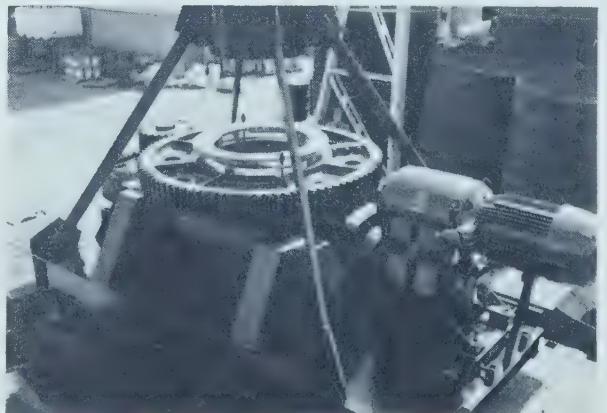


Fabricating the Centre Drive Platforms at Procor's Oakville Plant. The Platform in the foreground illustrates the large central casting that supports both drives.



The men who were responsible for assembling the mechanical drives on the centre platform. Left to right: Bill Hawkins, Fitter First Class and Lead Hand; Bill Kosmenko, Foreman Department 14, whose mechanical skills are well-known to Procor; Mike McGee, who has also done splendid work on MRM Heat Exchangers.

The completed assembly, without gear guards. The 8 ft. diameter spur gear on the top turns the sludge scraper shaft; and the variable speed drive on the right turns the re-circulator-mixer shaft.



On site at Edmonton



Guy Richer, Ecodyne's Western Manager based in Edmonton, beside the Sludge Pit. This is where the centre column will sit. The sludge draw-off pipe can be seen on the right.

Some of the Graver Units. The three on the left are the main trusses for the three flume supports with walkways, on the right.



Concrete being poured; some Graver units in the background.

A Thank-you Letter from a Procor Award Winner

During the course of a year we receive many letters from students who have won Procor Awards from universities and schools. We feel that our readers will be interested in this letter.

Matthew Baird
216 Kitchener Rd.
Cambridge (P), Ont.
N3H 1A6

Dear Sirs:

In late April, my partner, Risa Forden and I took part in the Hamilton and District Science and Engineering Fair. As a result of our efforts studying hand tremor behaviour, we won \$100.00 cash and the award sponsored by your company: an all expense paid trip to and entrance in the 13th Canada Wide Science Fair in Calgary, Alta. I would like to take this opportunity to thank your company for sponsoring this award.

The Canada Wide Fair was held May 6-11 in Calgary, Alberta.

After some furious work re-doing our project to make it look as good as possible to represent the Hamilton Fair, we took off from Toronto via jet to Calgary. For myself, it was the first time travelling by plane. After arriving around noon on May 5, we settled down at the University of Calgary. Later that day, our chaperones, Rose Stricker and Liz McCormick took our group into Calgary's downtown section.

The week went by very quickly with our busy schedule. We toured Calgary and the Calgary Zoo, ate a fine meal at the Calgary Tower, travelled to Banff to see the mountains, set up and exhibited our project.

Our efforts were rewarded with an honourable mention in our category.

More of a reward than that was the number of people we met and the number of new friends we made. It was a meeting place for a group of students with a common denominator: an interest in science.

Again, I would like to thank you for sponsoring our award. It was an event I will always remember, with thanks to Procor.

Your truly,
Matt Baird

P.S. . . . and my wife and I thank you as well!

A.K. Baird

A Short Survey of Metrocan Leasing Activities in Western Canada

ALBERTA *by Richard Woroschuk, Manager.*

I came to Edmonton in October 1969. Metrocan's object was to establish our name in the Alberta region. Concentration was placed on acquiring business via the end-user. The services provided included Automobile and Equipment Leasing as well as traditional lines of financing: Conditional Sales Contract and Chattel Mortgage.

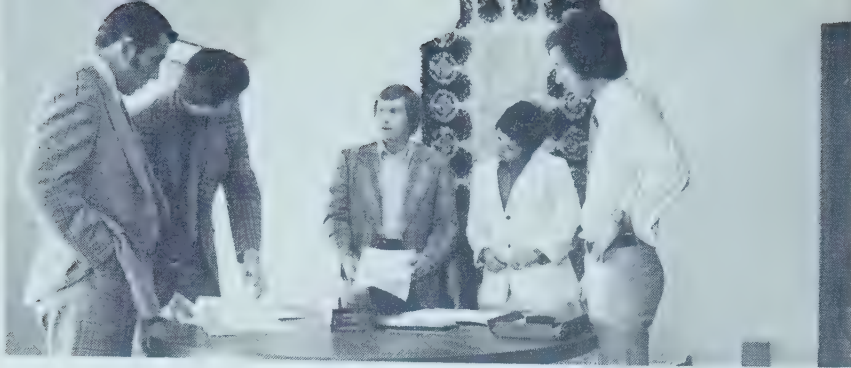
Having established this pattern, emphasis was placed in acquiring business from companies in the construction field such as roadbuilders, pipeline contractors, ditching contractors. Direct mail campaigns and personal sales calls were aimed at companies involved in the development of Albert's natural resources.

With sales producing a growing volume of business, a full time secretary was hired. An ever dependable and efficient Penny MacGregor proved to be a valuable addition to the Edmonton office. Penny joined Metrocan Leasing in April, 1971. She was responsible for all secretarial duties, basic credit and collection activity, preparation of all documents and in some cases the closing of transactions.

With a continuing boom in the Province of Alberta, business continued to flourish. In order to keep pace and this market, Al McDougall was employed in late 1973. Al relieved Penny of the credit and collection work and was also responsible for marketing our services at dealer levels. Then, to complement

Left to right: Penny MacGregor, Secretary; Terry Brennan, Accounts Representative; Richard Woroschuk, Manager; Gordon Hostland, Sales Representatives; Al McDougall, Sales Representative.





Discussing a lease plan.



our sales coverage at dealer and end-user levels, Forden Hostland was added to the staff. In a short time these men proved to be very productive and they are successfully marketing Metrocan's Leasing Services.

In April of this year Terry Brennan fled the East for a home in Edmonton. Al McDougall turned over all credit and collection activity to Terry, who is pursuing his new responsibilities with vigor. To further meet the growing markets, it is anticipated that Terry will join the marketing team with Al and Gord in the near future. Richard, our illustrious Ukrainian, is the overseer of the diligent group.

We are most fortunate to be working in a region so rich with natural resources. The development of oil and gas, coal mining and manufacturing generally have made the Alberta one of the most buoyant growth areas in Canada. The development of our resources have naturally created work for the many contractors in the Province. With all this activity, equipment is required and funds for purchasing this equipment is in big demand. Naturally enough, Metrocan hopes to corner a fair portion of the construction trade market.

Alberta's economic future looks great, and in this climate Metrocan Leasing must grow and prosper with this wonderful Province.

BRITISH COLUMBIA *by Larrie Shepherd, Manager*

Metrocan Leasing is presently undergoing something of a re-orientation process in the British Columbia region. Before my arrival here, we had aimed our interest mainly towards the smaller to medium sized logging and construction contractors. This was probably an effort to get ourselves established in a



Left to right: Larrie Shepherd, Carolyn Jordan, Owen Houston, Gary Hauson, Linda Smyth.

new province. Now we are pursuing a vigorous policy of soliciting business from large logging companies, surface transportation companies, large tug boat operators and the big construction companies.

We are indebted to Roy Wik, Procor's B.C. Sales Manager, for providing us with the names and sales leads from Procor's excellent clientele in the British Columbia market area.

As you may be aware the British Columbia economy is very strong at the present time, due to the world demand for natural resource products, in which this province is very rich. However, as you may also realize, B.C. has some rather unstable characteristics and one of these is the highly volatile labour force. Other factors we have to contend with are the seasonal influences on natural product industries and many basic transportation problems. However, in spite of these factors, the future would appear to be bright for British Columbia. I feel sure that with Metrocan Leasings new policy at going after the larger accounts in this area, our business is going to develop very substantially in a reasonably short time. I am also giving you a little background information on the people who work with me here in our Vancouver office. Mrs. Carolyn Jordan is our branch secretary. She joined us in March 1973 and is entirely responsible for the paper flow. Carolyn controls all documents as well as supervising the recording and filing systems.

Miss Linda Smyth is Roy Wik's Secretary. Linda joined our group in August 1973, coming here from Edmonton, Alberta. In addition to being Secretary to Roy, she also devotes a good deal of her time to Metrocan Leasing duties. She is joint Receptionist for Procor and Metrocan Leasing.

Gary Hauson is our Office Manager. Gary joined us in February this year, having been with another leasing company for some 2½ years. He is responsible for credit investigations and the supervisor of our accounts receivable.

Owen Houston is our Assistant Manager. He has been with Metrocan Leasing since January 1973. Owen is extremely well known in this market area and will be responsible for our new marketing programme in water transportation.

NEWS

from Procor's Social Club

Procor's Social Club held its annual picnic this year on Saturday, July 6th, in the Lowville Park in North Burlington.

The children and their parents were served hot dogs, coffee, pop, milk and ice cream by the cheerful and hardworking members of the committee: **Metro Christian, George Croucher, Bob McClymont, Joe Lamb**, and a very energetic volunteer — **Rod Sears**.

The races got underway at 3 o'clock with the infants and small children up to and including five years, starting and finishing a race in which everyone was a winner. First, second and third place ribbons were awarded at each of the subsequent events and at the end of the programme prizes were given out.

An interesting footnote: one lady threw a rolling pin more than 60' to win her event. A rather shattering experience for any husband to witness!

Once again, **Bill Paul**, Procor's Manager of Data Services, won the men's Dash; in fact he won it twice, including the false start.

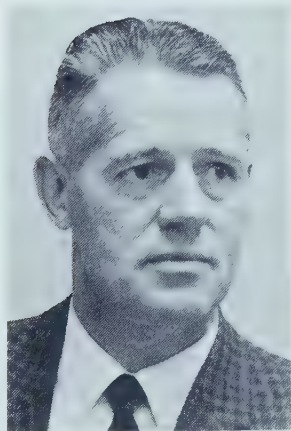
The horseshoe contest was won this year by: **Bill Paul, Al Basteed, Bill Hawkins**, and **Moe Hazlet**.

All in all, it was very good for all who took part, and we are hoping for a repeat next year, including the wonderful weather and an even larger crowd.

A reminder to *all* employees: A dance will be held in the Bronte Legion on October 19th, 1974. Be sure and keep that date open. Come and join the fun!

JOHN RIGBY APPOINTED SUPERVISOR, SALES ADMINISTRATION, RAIL CAR DIVISION

Mr. Alex Stremecki announced his appointment on July 16, 1974:



JOHN D. RIGBY

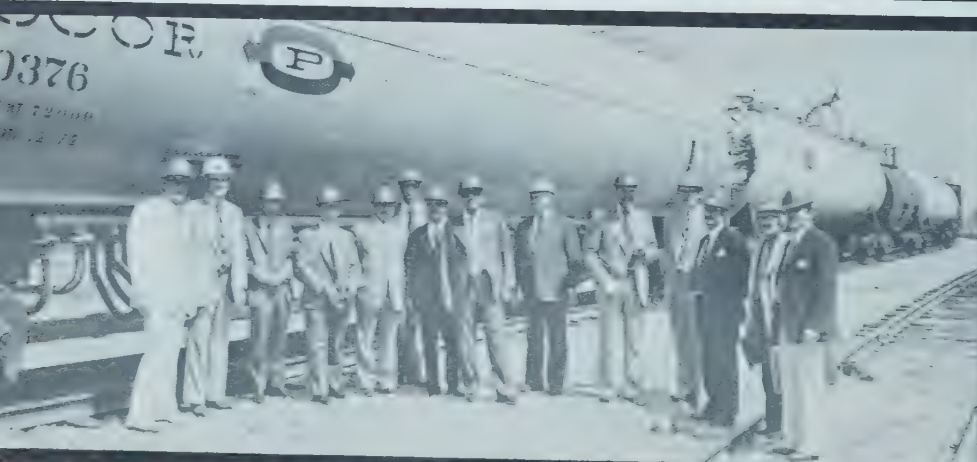
“Effective immediately, J.D. Rigby will be joining the Sales Department as Supervisor, Sales Administration.

“In his new position, John assumes responsibility for the Rail Car Sales Administration Department and its requirements relating to servicing customers inquiries and orders, the needs of our regional offices, and for liaison with Procor, UTC and other external equipment supply sources.

“Please join me in wishing John every success in his new position.”



**Chairman of the Board and Staff
of the Iraqi Republic Railway
Service Visit Procor**





On August 7, the Chairman of the Board and the staff of the Iraqi Republic Railway Service, together with three representatives of the Canadian Government visited Procor in Oakville.

Following introductions by Barry Watson of the Canadian Government and Alex Stremecki, the group was welcomed by Grant Gooding who explained briefly but to the point what Procor was all about. This was just as well because, although the Iraqi gentlemen were intensely interested in our rail car activities, they also became very intrigued with our sulphur slating process.

Glenn Schultz covered our rail car story, together with a showing of our Limestone Unit Train film. The group showed a great deal of interest in Procor's story and asked a lot of questions, particularly on our unit train operations.

Mike McDonnell finally conducted the group round our plant. Unfortunately, it was rather a quiet progression between shops, as the plant was shut-down for the summer vacation. However, there was some advantage in the unnatural quiet: one could hear what was being said!

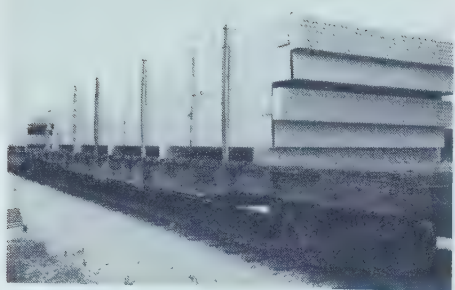
After the plant tour our guests were taken to lunch, where discussions continued in a more relaxed atmosphere.

PROCOR'S IRAQI VISITORS INCLUDED:

Mr. Suhail Mohammed Saleh	— Director of Iraqi Republican Railways
Mr. Ismail Nasir Ibrahim	— Chief Civil Engineer – Planning
Mr. Rajih Jasim El-Ani	— Chief Civil Engineer – Field
Mr. Jabbar Khidayir Al-Haider	— Director of Purchasing
Mr. Antwan Raoof Estfan	— Senior Mechanical Engineer
Mr. Bahzad Fuad Rashid	— Senior Electrical Engineer

CANADIAN GOVERNMENT OFFICIALS INCLUDED:

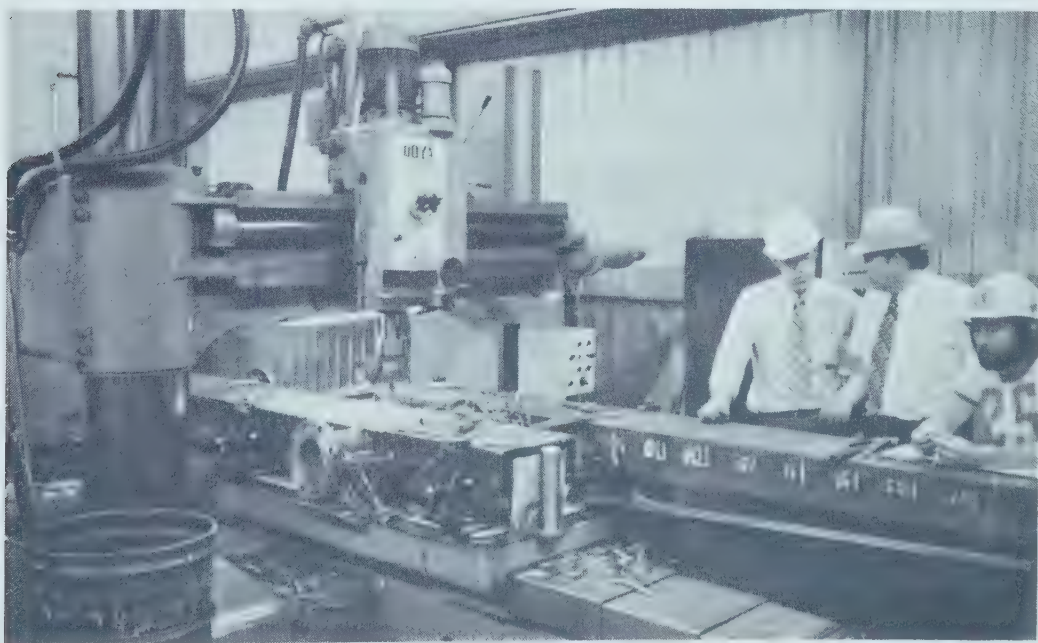
Mr. Barry Watson	— Commerce Officer
Mr. Norm St. Jacques	— Commercial Secretary stationed in Beirut
Mr. Mike O'Byrne	— Commerce Officer



ECODYNE's **MRM DIVISION** **HANDLES LARGE** **ORDER FOR HEAT EXCHANGERS** **OUT OF THE OAKVILLE PLANT**

MRM, Ecodyne's newest Division manufacturing in the Procor Plant, recently shipped to Alberta, the first four out of fifty heat exchangers to Shell Canada's Pincher Creek, Alberta plant. These units are the heart of a complex unit design by Ecodyne Limited to cool "a river of water" in the refinery. They will operate outdoors, cooling water to the same temperature regardless of the 85 degrees Fahrenheit summer heat or the 40 below zero winter weather. The two largest banks of these units, when erected, will be 30 feet high, 56 feet wide, and over 200 feet long and incorporate up to twenty-six 30 HP fans each. Our photograph shows two of the units being shipped out of Oakville plant.

The picture shows Procor's new tape controlled drill in operation. This machine was purchased specifically to drill and thread for the high volume production requirements for Ecodyne's MRM Division. This drill, Procor's Tube Finning Machine, and our modern welding facilities form the heart of our Air Cooler manufacturing capability.





Procor's Aluminum Gondola Car Featured at National Petroleum Show at Calgary Exhibition And Stampede Grounds

Al Hawrys has sent us an interesting story on our Aluminum Coal Car, which was exhibited in conjunction with Alcan at the National Petroleum Show in Calgary. Also interesting is the part played by our new Crane Division.

Procor was approached by Alcan Products of Canada Limited to participate in their exhibit at the show by displaying our rotary dump gondola car.

We agreed to put the car on display little realizing the logistics involved in this exercise!

Canadian National Railway at one time had a rail spur running into the exhibition grounds, but they had removed it some time ago to facilitate stampede expansion at the grounds. Now, the nearest trackage into the grounds is about five city blocks away. It seemed an impossible task to move this mammoth piece of equipment into position for the show.

As a member of the new Crane Division of Procor, we called in Sterling Hulburd. After looking over the job, Dell Smith, their Assistant Branch Manager (he's the bearded man in our photograph), assured us that they could move it into position by utilizing two cranes: one specialized semi-trailer for the car body and another for the truck assemblies.

At this point Andy VanDerZanden from our Oakville engineering department prepared lifting procedure guidelines and drawings illustrating everything from disconnecting the truck assemblies, lifting points and the blocking points while in transit. This information was of course invaluable to Sterling Hulburd's operation.

Next, we contacted Canadian Pacific Railway. Don Hartmann, their Marketing and Sales Representative (also a City Alderman), assured us that CPR would be happy to co-operate with us. Don brought in Mr. Mike Stroick, the Calgary Area Superintendent, and much of the success of the operation is due to these two gentlemen.





We must remember that our car had been in CP Unit Train operation for quite some time, hauling coal from southeastern British Columbia to Roberts Bank in Vancouver and was extremely dirty as a result. Mike Stroick put six of his men on to the cleaning job and by the time they had cleaned it up the car looked like new. Then Mike sent in a track crew to lay 78 feet of trackage in the Alcan exhibit area.

The actual move started at 5:00 a.m. on May 1st. CPR supplied two men to disassemble and then reassemble the brakes, trucks, etc. Sterling Hulburd were present with their two 30 ton mobile cranes, a specialized heavy duty semi-trailer and a flat deck semi-trailer. Dell Smith was in charge of the entire moving operation.

The car was in position and ready for the show by 9:30 that morning.

Our car proved to be one of the highlights of the show and it naturally attracted a good deal of attention. Spectators were of course amazed as to how the car ever got into the exhibition grounds!

Al Hawrys spent the four days of the show talking with interested people and passing out pamphlets, and Al's assessment was that the Procor showing was a most successful affair.

PROCOR DIRECTORS MEET IN OAKVILLE

The Board of Directors of Procor Limited held a Directors' Meeting at the offices of the Company in Oakville, Ontario, on July 30, 1974, under the Chairmanship of Mr. Sidney H. Bonser. Besides Mr. Bonser, those present included William B. Browder, Dr. W. Harvey Cruickshank, Kenneth Jagger, Senator Daniel A. Lang, John H. Taylor, and J. W. Van Gorkom. Mr. J. D. Leitch was unable to attend. It is interesting to note that of the eight directors, all but two are Canadian citizens. Our two U.S. directors are Mr. J. W. Van Gorkom and Mr. William B. Browder.

Left to right: John H. Taylor, William B. Browder, Robert J. Conroy – Group Controller, Sidney H. Bonser, Senator Daniel A. Lang, Dr. W. Harvey Cruickshank.

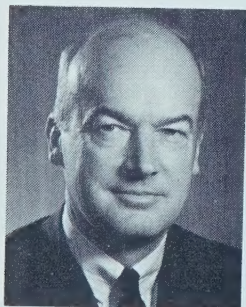




Left to right: Sidney H. Bonser, Senator Daniel A. Lang, Dr. W. Harvey Cruickshank, Kenneth Jagger, William E. McDougall, Assistant Secretary Treasurer.

John D. Leitch

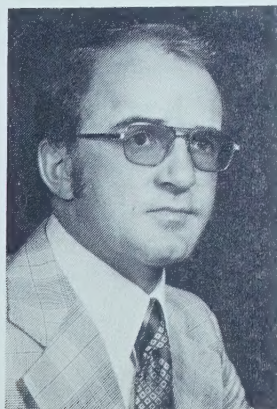
Left to right (facing): J. W. Van Gorkom, John H. Taylor, William B. Browder.





FRANK LOFFLER APPOINTED GENERAL MANAGER OF PROCOR'S LPG STORAGE DIVISION

Gordon C. Mills announced this appointment on May 10, 1974 as follows:



“I take pleasure in announcing the appointment of Frank Loffler as General Manager of the LPG Storage Division, Procor Limited, effective this date.

“Frank will have full responsibility for the operation, marketing and future development of this newly created division, and in this capacity, will report directly to this office.

“I know you will all join me in wishing Frank well in his new position.”



Left to right: R. Malpas, Personnel Department; Martin J. Warren, President, P. L. Robertson; Larry Baynton, Award Winner, Header Operator; Gary Edge, Award Winner, Header Operator; James Eise, Award Winner, Head Operator; Don McLean, Award Winner, a Shift Foreman, Wire Mill; Harvey Brush, Warehouse Foreman and Chairman of P. L. Robertson's Safety Committee.

MARTIN J. WARREN PRESENTS WISE OWL AWARDS TO FOUR MEN AT P. L. ROBERTSON

"I am delighted that you have asked me to present these awards," said Mr. Warren. "As you are all aware, I am very conscious of the Safety measures we are taking here at P. L. Robertson. Our record, by all standards is very high, but we can never afford to relax our efforts. As long as there's a single accident, that is one too many."

"These gentlemen, Larry Baynton, Gary Edge, James Eise and Don McLean have proved their good judgment and sound common sense. By wearing their safety glasses they have prevented what otherwise might have been very serious accidents involving their eyesight. They are also a credit to P. L. Robertson because we are constantly reminding our people how important it is to wear safety glasses in the work area."

Recipients of Wise Owl Awards automatically qualify for membership in the Wise Owl Club. Members are people who have saved their eyesight by using Safety Glasses while at their work.